

# **LEEDS CITY REGION ENTERPRISE PARTNERSHIP BOARD**

**MEETING TO BE HELD AT 2.00 PM ON WEDNESDAY, 9 JUNE 2021  
DUE TO COVID-19, THIS MEETING WILL BE HELD REMOTELY AND  
WILL BE LIVESTREAMED HERE:  
<https://www.youtube.com/channel/UCazjNSGpqZZT41Vibn2ZK9A/live>  
(COPY AND PASTE THE LINK IN YOUR BROWSER)**

---

## **A G E N D A**

### **PART 1 - ANNUAL MEETING BUSINESS**

#### **1. MEMBERSHIP OF THE LEEDS CITY REGION ENTERPRISE PARTNERSHIP BOARD**

To consider the attached report in relation to:

- (i) Noting the local authority representatives and substitutes appointed to the LEP Board.
- (ii) Confirming the private sector representatives on the LEP Board.
- (iii) Confirming the West Yorkshire Mayor as a LEP Board Member.
- (iv) Appoint a co-optee to the LEP Board.
- (v) Confirm arrangements for the LEP Chair and LEP Deputy Chair.
- (vi) Confirm the member of the LEP Board to represent and engage with the SME business community.
- (vii) Confirm a LEP Diversity Champion.
- (viii) Confirm continuing arrangements in relation to Partner Council Observers.

(Pages 1 - 8)

#### **2. APOLOGIES FOR ABSENCE**

### **3. DECLARATIONS OF INTEREST**

In accordance with the requirements of the LEP Board Members' Code of Conduct, members have an obligation to review their register of interests before each meeting and to declare any interests.

If an interest has not been entered onto the LEP's register, then members must disclose the interest at any meeting at which they are present and where they have a disclosable interest in any matter being considered and where the matter is not a sensitive interest.

### **4. EXCLUSION OF THE PRESS AND PUBLIC**

### **5. MINUTES OF THE MEETING HELD ON 28 APRIL 2021**

(Pages 9 - 14)

### **6. NOMINATION TO THE WEST YORKSHIRE COMBINED AUTHORITY AND IT'S COMMITTEES AND APPOINTMENTS TO OUTSIDE BODIES**

(Led by: Roger Marsh, Author: Angela Taylor)

(Pages 15 - 20)

### **7. GOVERNANCE ARRANGEMENTS**

(Led by: Roger Marsh, Author: Angela Taylor)

- LEP Constitution
- LEP Procedure Rules
- Access to information Annex
- Code of Practice for recording meetings
- Protocol for Remote Meetings
- LEP's Confidential Complaints Procedure
- Recruitment Procedure for Private Sector Representatives
- LEP Board Members' Code of Conduct
- LEP Procedure for considering complaints alleging a failure to comply with the LEP Board Members' Code of Conduct
- Conflicts of Interest Policy
- Conflicts of Interest Protocol
- Conflicts of Interest Protocol – Adult Education Budget

(Pages 21 - 106)

### **8. ANNUAL ACCOUNTABILITY REPORTS**

(Led by: Roger Marsh, Author: Caroline Allen)

(Pages 107 - 112)

### **9. REMUNERATION AND EXPENSES SCHEME AND ANNUAL SUMMARY**

(Led by: Roger Marsh, Author: Angela Taylor)

(Pages 113 - 126)

**10. EQUALITY AND DIVERSITY POLICY AND STATEMENT**

(Led by: Roger Marsh, Author: Alan Reiss)  
(Pages 127 - 140)

**11. SCRUTINY ANNUAL REPORT 2020/21 AND STATUTORY GUIDANCE**

(Led by: Ben Still, Author: Khaled Berroum)  
(Pages 141 - 160)

**12. CALENDAR OF MEETINGS 2021/22**

(Led by: Roger Marsh, Author: Angela Taylor)  
(Pages 161 - 164)

**13. PUBLIC QUESTION TIME**

(Led by: Roger Marsh, Author: Eileen Stretton)  
(Pages 165 - 166)

**PART 2 - OTHER BUSINESS**

**14. COVID-19**

(Led by: Brian Archer, Author: Alex Clarke)  
(Pages 167 - 172)

**15. ECONOMIC REPORTING**

(Led by: Alan Reiss, Author: James Hopton)  
(Pages 173 - 200)

**16. CORPORATE PERFORMANCE REPORT**

(Led by: Angela Taylor, Author: Louise Porter)  
(Pages 201 - 216)

**For Information**

**17. DRAFT MINUTES OF THE WEST YORKSHIRE COMBINED AUTHORITY HELD ON 22 APRIL 2021**

(Pages 217 - 224)

**18. DATE OF NEXT MEETING**

The next meeting will be held on 21 July 2021.

This page is intentionally left blank



---

**Report to:** Leeds City Region Enterprise Partnership Board (LEP Board)

**Date:** 9 June 2021

**Subject:** **Membership of the Leeds City Region Enterprise Partnership Board**

---

**Director:** Angela Taylor, Director of Corporate and Commercial Services

**Author(s):** Caroline Allen

---

## 1. Purpose of this report

1.1 To ask Leeds City Region Enterprise Partnership Board (the LEP Board) to:

- note the **local authority representatives** and substitutes appointed to the LEP Board,
- confirm the **private sector representatives** on the LEP Board,
- agree the appointment of the **West Yorkshire Mayor** as a LEP Board member,
- appoint a **co-optee** to the LEP Board,
- confirm arrangements for the **LEP Chair and LEP Deputy Chair**,
- confirm the member of the LEP Board to represent and engage with the **SME business community**,
- to confirm **business engagement arrangements**
- confirm a **LEP Diversity Champion**, and
- confirm continuing arrangements in relation to **Partner Council Observers**.

## 2. Information

2.1 The LEP Board is the decision-making forum of the Leeds City Region Enterprise Partnership (the LEP).

### Local authority representatives

2.2 The LEP Constitution provides for the following local authorities to appoint a **local authority representative** and **substitute** to the LEP Board:

- City of **Bradford** Metropolitan District Council
- Borough Council of **Calderdale**
- **Kirklees** Metropolitan Council
- **Leeds** City Council
- Council of the City of **Wakefield**

- 2.3 Attached as **Appendix 1** to this report is a schedule of the local authority representatives and substitutes appointed to the LEP Board.

Private sector representatives

- 2.4 Attached as **Appendix 1** to this report is a schedule of the private sector representatives currently serving on the LEP Board, and their terms of office. The LEP Constitution does not provide for substitutes for private sector representatives.
- 2.5 Proposed nominations by the LEP of Private Sector Representatives to committees of the Combined Authority are set out in a separate item on this agenda.

West Yorkshire Mayor

- 2.6 Mayor Brabin is now in office as the West Yorkshire Mayor, further to the election on 6 May 2021. It is proposed that the West Yorkshire Mayor becomes an ex-officio member of the LEP Board, with their Deputy Mayor as Substitute LEP Board Member. A separate item on this agenda proposes amendments to the LEP Constitution to implement the expanded membership arrangement.

LEP Chair and Deputy Chair

- 2.7 The LEP Constitution provides for the LEP Board to appoint
- a private sector representative as Chair of the LEP, and
  - a private sector representative as a Deputy Chair of the LEP.
- 2.8 The LEP Board at its meeting on 28 April 2021 agreed that the LEP Chair remains in post for the remainder of the agreed term of office, that is, up to the LEP Board's Annual Meeting in 2022. The recruitment exercise for the LEP Chair position will be carried out in due course, in accordance with the LEP's Recruitment and Appointment Procedure for Private Sector Representatives.
- 2.9 The LEP Board at its meeting in February 2020 agreed to appoint Mark Roberts as a Private Sector Deputy Chair with effect from 31 March 2020. No changes are proposed to these **deputy chairing arrangements** for the LEP further to this arrangement approved in February 2020.

Co-optee on the LEP Board

- 2.10 The LEP has previously agreed in principle to appoint a co-optee to the LEP from business representative organisations to support the LEP's agenda and core priorities. The LEP Constitution provides that the term of office for each co-optee will be one year, subject to any exceptional circumstances. It is proposed that LEP Board members approve the proposal for a nominated business representative organisation and named member to fulfil this role at the Annual Meeting.

#### SME LEP Board member

- 2.11 In accordance with the Leeds City Region Assurance Framework requirement, the LEP needs to appoint a member of the LEP Board to represent and engage with the SME business community. It is proposed that the LEP Board assigns this role of **SME Champion** to Mandy Ridyard.

#### Business engagement

- 2.12 To ensure the LEP receives input from a broad range of business stakeholders across key sectors, the Business Communications Group (BCG) will continue to meet to input on LEP priorities, with a focus on ensuring early engagement on key issues and development. Once the new Combined Authority committee arrangements are confirmed, the role and membership of the BCG will be reviewed to ensure it fully covers all the key priorities contained in the Strategic Economic Framework. It is proposed that Roger Marsh will chair the BCG initially.

#### Diversity Champion

- 2.13 In accordance with the best practice set out in the Leeds City Region Assurance Framework, the LEP Procedure Rules require the LEP Board to appoint a member to act as the LEP's **Diversity Champion**, to encourage diversity and ensure that the LEP is acting in line with its diversity statement. It is proposed that the LEP Board assigns this role to Kate Hainsworth.

#### Partner Council Observers

- 2.14 At the LEP Board meeting in February 2020, further to the LEP Review subsequent changes in the area and membership of the LEP, the LEP Board resolved that representatives of the four 'hinge' authorities (Craven, Harrogate, Selby and York) could be invited to attend LEP Board meetings as observers. This allows discussion, debate and decisions to be taken with the benefit of a regional understanding of impact, benefits and opportunities, and it is proposed that this arrangement continues.

### **3. Tackling the Climate Emergency Implications**

- 3.1 There are no climate emergency implications arising from this report.

### **4. Inclusive Growth Implications**

- 4.1 All members of the LEP Board will be expected to promote the cause of inclusive growth.

### **5. Equality and Diversity Implications**

- 5.1 The role of Diversity Champion is key to ensuring that the LEP acts in line with its diversity statement – see further the separate item on this agenda.

## **6. Financial Implications**

- 6.1 There are no financial implications arising from this report.

## **7. Legal Implications**

- 7.1 All proposed appointments in this report are in accordance with the LEP Constitution (subject to amendment in relation to the appointment of the Mayor to the LEP Board – see further separate item on governance arrangements) and relevant Government requirements and best practice relating to LEP Board membership.

## **8. Staffing Implications**

- 8.1 There are no staffing implications arising from this report.

## **9. External Consultees**

- 9.1 None.

## **10. Recommendations**

That the LEP Board:

- 10.1 Notes the local authority representatives and substitutes appointed to the LEP Board set out in **Appendix 1** of this report.
- 10.2 Confirms the current private sector representatives on the LEP Board as set out in **Appendix 1** of this report.
- 10.3 Confirms the West Yorkshire Mayor ex-officio as a member of the LEP Board.
- 10.4 Notes the agreed terms of office for the LEP Chair and for Mark Roberts to continue in the role of private sector Deputy Chair.
- 10.5 Appoints a Business Representative Organisation representative as a co-optee on the LEP Board, with a term of office to the next LEP Board Annual Meeting.
- 10.6 Confirms Mandy Ridyard as the member of the LEP Board to represent and engage with the SME business community as SME Champion.
- 10.7 Confirms Roger Marsh as the Chair of the Business Communications Group.
- 10.8 Confirms Kate Hainsworth as the LEP's Diversity Champion.
- 10.9 Agrees that Partner Council Observer representatives should continue to be invited to attend LEP Board meetings.

## **11. Background Documents**

11.1 None.

## **12. Appendices**

Appendix 1 - Schedule of LEP Members

This page is intentionally left blank

LEP Board Members 2021 / 2022

Local Authority Representatives

	Mayor (Voting – ex-officio)	Bradford (Voting)	Calderdale (Voting)	Kirklees (Voting)	Leeds (Voting)	Wakefield (Voting)	Observers (Non-voting)	
							York	Harrogate (representing Craven & Selby)
Member	Tracy Brabin (L)	Susan Hinchcliffe (L)	Tim Swift (L)	Shabir Pandor (L)	James Lewis (L)	Denise Jeffery (L)	TBC	TBC
Substitute	James Lewis (L)	Imran Khan (L)	Jane Scullion	Cathy Scott (L)	Debra Coupar (L)	Jack Hemingway	TBC	TBC

Private Sector Representatives

Member (Voting)	Sector	Term of office due to expire
Shirley Congdon	Higher Education	28 February 2023
Helen Featherstone	Culture	28 February 2023
Kate Hainsworth	Third Sector	30 September 2022
Amir Hussain	Architect/Professional Services	9 June 2023
Roger Marsh OBE (Chair)	Professional Services	30 June 2022
Rashik Parmar MBE	Technology	30 April 2022

Member (Voting)	Sector	Term of office due to expire
Prof Simon Pringle	Commercial Strategy	28 February 2023
Kamran Rashid	Third Sector	28 February 2023
Mandy Ridyard	Manufacturing	30 September 2022
Mark Roberts (Dep Chair)	Retail	30 June 2022
Kully Thiarai	Culture	28 February 2023
Andrew Wright	Engineering	30 April 2023

This page is intentionally left blank





## MINUTES OF THE MEETING OF THE LEEDS CITY REGION ENTERPRISE PARTNERSHIP BOARD HELD REMOTELY ON WEDNESDAY, 28 APRIL 2021

---

### **Present:**

Roger Marsh OBE DL (Chair)	Leeds City Region Enterprise Partnership
Prof Shirley Congdon	Private Sector Member
Helen Featherstone	Private Sector Member
Amir Hussain	Private Sector Member
Rashik Parmar MBE	Private Sector Member & Chair, Employment & Skills Panel
Kamran Rashid	Private Sector Member
Mandy Ridyard	Private Sector Member
Mark Roberts (Deputy Chair)	Private Sector Member
Joanna Robinson	Private Sector Member
Kully Thiarai	Private Sector Member
Andrew Wright	Private Sector Member & Chair, Business Innovation & Growth Panel
Councillor Peter McBride (Substitute)	Kirklees Council
Councillor Tim Swift MBE	Calderdale Council

### **In attendance:**

Tom Riordan	Leeds City Council
Ben Still	LEP/West Yorkshire Combined Authority
Caroline Allen	LEP/West Yorkshire Combined Authority
Brian Archer	LEP/West Yorkshire Combined Authority
Melanie Corcoran	LEP/West Yorkshire Combined Authority
Liz Hunter	LEP/West Yorkshire Combined Authority
Dave Pearson	LEP/West Yorkshire Combined Authority
Alan Reiss	LEP/West Yorkshire Combined Authority
Angela Taylor	LEP/West Yorkshire Combined Authority
James Hopton	LEP/West Yorkshire Combined Authority
Julie Haigh	LEP/West Yorkshire Combined Authority
James Young	LEP/West Yorkshire Combined Authority

### **96. Chair's Comments**

The Board welcomed James Young, Governance Services, who shall be administering future meetings of the Board. The Board thanked Ruth Chaplin for her support and guidance during her time administering meetings of the Board.

The Chair advised that the newly elected Mayor will attend future meetings.

**97. Apologies for Absence**

Apologies for absence were received from Kate Hainsworth, Simon Pringle, Councillors Hinchcliffe, Jeffery, Lewis and Pandor and guests Peter Mucklow and Councillors Aspden and Cooper.

**98. Declarations of Interest**

In accordance with the requirements of the LEP Board Members' Code of Conduct, Members were reminded of their obligations to review their individual Register of Interests before each LEP Board meeting and declare any interests.

**99. Exclusion of the Press and Public**

There were no items on the agenda requiring the exclusion of the press and public.

**100. Minutes of the meeting held on 24 February 2021**

**Resolved:** That the minutes of the meeting held on the 24 February 2021 be approved.

**101. Economic Reporting**

The Board considered a report of the Director of Strategy, Communications and Policing which provided an update on the latest economic and business intelligence and activity and intelligence around understanding the impact of COVID-19 and EU Exit.

Members discussed the latest data and a copy of the Leeds City Region COVID-19 Insights Report was attached at Appendix 1.

It was highlighted that, with falling furlough use, the number of people claiming out of work benefits in West Yorkshire had risen 5% in February in line with a national increase. The current West Yorkshire claimant count of 110,050 is 93% higher than in March 2020.

Members noted the ONS survey data which showed some improvement in businesses reporting increasing turnover – particularly in West Yorkshire. Further information regarding the

It was highlighted that whilst some businesses were cautiously optimistic about the future, there is significant concern regarding the end of business rates relief. Following discussion, further information on the effect of the economic downturn on freelancers in the creative and cultural sector would be circulated to Members.

**Resolved:**

- (i) That the latest intelligence around the economic impacts of COVID-19 and EU Exit be noted.
- (ii) That further information regarding the effect of the impact on freelancers in the creative and cultural sector be circulated to Members.

## **102. COVID-19**

The Board considered a report of the Director of Economic Services which provided an update on developments around the COVID-19 crisis, including the delivery of products and services in response.

Members noted that since the last meeting of the LEP Board in February the local authority areas of West Yorkshire had moved into the second step of the UK Government's roadmap out of lockdown enabling retail establishments to reopen and the economy to open. It was noted that the furlough scheme had been extended until 30 September 2021.

It was reported that access to finance is still an issue for many businesses and that the end of grant and business rates support for businesses was a concern for them. Wider economic issues such as rising energy prices are also forecast to place an increased burden on businesses' finances. However, Members were advised that the recent launch of the UK Government debt dated 2051 bond was oversubscribed which did indicate confidence in the UK economy.

**Resolved:** That the progress on delivering the response to the crisis be noted.

## **103. LEP Capital Programme (Investment Committee)**

The Board considered a report of the Director of Delivery on the LEP Capital Programme (Investment Committee) and the progress made implementing the LEP capital programme for 2020/21.

Members noted the updates on capital expenditure in 2021/21 (quarter 3 actuals and quarter 4 forecast) including the forecast spend of each of the LEP programmes and a summary of the Annual Performance Review with the Cities and Local Growth Unit (CLoG). The Board endorsed the Growth Deal Data Capture return for quarter 3 2020/21 which was attached at Appendix 3 to the submitted report. This had been submitted to CLoG in accordance with their deadline of 19 February 2021. The deadline for the quarter 4 return is 28 May 2021 and this will be brought to the next meeting.

It was noted that a report on the use of the returned capital funds from the Growing Places Fund would be brought to a future meeting, noting that the LEP had endorsed the use of much of this funding for new business loan fund.

The Board passed on their thanks to all officers and teams involved in the delivery of the projects and programmes highlighted in the report.

**Resolved:**

- (i) That the report be noted.
- (ii) That the Data Capture return for quarter 3, attached at Appendix 3 to the submitted report, be endorsed.

**104. Governance Arrangements**

The Board considered a report of the Director, Corporate Services on governance arrangements which:

- Advised the LEP Board of changes to Leeds City Council's LEP Board member and substitute member.
- Considered a recommendation to extend both the Board and advisory group term of office of the LEP Board Member, Joanna Robinson.
- Considered a recommendation to appoint the LEP Board member Mandy Ridyard to the Business Innovation and Growth Panel (or its successor) and to recommend such appointment to the Combined Authority.
- Provided LEP Board members with the outcome and recommendations of the review of the current LEP Chair's final year of tenure and proposals for the recruitment of a new Chair.
- Advised the LEP Board of proposals for changes to be made to the Combined Authority's decision-making arrangements to better reflect the changed role and responsibilities of the Authority following the appointment of a Mayor for West Yorkshire, due to be considered by the Combined Authority at its meeting on 22 April.

Leeds City Council Appointments

It was reported that Councillor James Lewis had replaced Baroness Judith Blake as Leeds City Council's representative on the LEP Board and Councillor Debra Coupar would replace Councillor James Lewis as the substitute LEP Board member.

Board Membership

It was agreed that Joanna Robinson's term of office as a LEP Board member and Chair of the advisory Business Communications Group be extended until the LEP Board annual meeting in June 2021.

Advisory Panel Membership

It was reported that following a recent private sector member resignation from the Business Innovation & Growth Panel, expressions of interest had

been sought from existing private sector members. In this respect, it was agreed that the LEP Board recommends to the Combined Authority the appointment of Mandy Ridyard to the Business Innovation & Growth Panel.

#### LEP Chair Review

**Roger Marsh took no part in the consideration of this item.**

The Board considered the full report of the LEP Chair review which was attached at Appendix 1 to the submitted report. It was agreed that the Chair remains in post for the remainder of the agreed tenure. It was noted that whilst there are challenges ahead, there were also opportunities for the LEP to build a more partnership-based approach. Considering the findings of the LEP Chair Review, it was agreed that the LEP takes a proactive role working with private sector members to engage with the Government's review of LEPs. It was agreed that, only after the outcome of the LEP review, work should begin in partnership with local authorities, LEP Board members and wider stakeholders on the scope and role profile for a new LEP Chair, and enhanced engagement from private sector members.

The Chair thanked the Board for their continued support.

#### MCA Committee Arrangements

The Board discussed the proposed changes for the Authority's formal decision-making arrangements which had been agreed by Combined Authority at their meeting held on 22 April 2021. The changes would take effect from the Authority's annual meeting on 24 June 2021 and the key points were outlined in the submitted report.

Members expressed their support for further integration between the Combined Authority and the LEP Board but some concerns were raised regarding the loss of a dedicated Inclusive Growth and Policy Panel. The Board was assured that inclusive growth will remain an important key aspect of all the Combined Authority's work and will continue to be highlighted in reports.

#### **Resolved:**

- (i) That the LEP Board notes Leeds City Council's changed appointments to the LEP Board.
- (ii) That the LEP Board agrees to extend both the Board and advisory group term of office of Joanna Robinson until the Board's Annual Meeting in June 2021.
- (iii) That the LEP Board recommends the appointment of Mandy Ridyard to the Business Innovation & Growth Panel (or its successor committee) for consideration by the Combined Authority at its next meeting on 24 June 2021.

- (iv) That the LEP Board agrees that the LEP Chair remains in post for the remainder of the agreed tenure.
- (v) That the LEP Board agrees that the LEP takes a proactive role working with private sector members to engage with the Government's review of LEPs.
- (vi) That the LEP Board agrees that following the outcome of the Government review, work begins in partnership with local authorities, LEP Board members, and wider stakeholders on the scope and role profile for a new LEP Chair, and enhanced LEP engagement from private sector members.
- (vii) That the LEP Board notes the proposals for changes to the Combined Authority's decision-making arrangements.

**105. Any Other Business**

Andrew Wright, Chair of the Business Innovation & Growth Panel, advised the Board that c.£1.5 million funding had been secured for the Made Smarter agenda for the Greater Yorkshire area. South Yorkshire will be the responsible body and West Yorkshire will take a lead role in delivering the work.

**106. Minutes of the Meeting of the Combined Authority held on 9 March 2021**

**Resolved:** That the minutes of the West Yorkshire Combined Authority held on 9 March 2021 be noted.

**107. Date of Next Meeting**

The date of the next meeting will be held on 9 June 2021.

---

**Report to:** Leeds City Region Enterprise Partnership Board (LEP Board)

**Date:** 9 June 2021

**Subject:** **Nominations to the West Yorkshire Combined Authority and appointments to outside bodies**

---

**Director:** Angela Taylor, Director of Corporate and Commercial Services

**Author(s):** Caroline Allen, Head of Legal and Governance Services

---

## **1. Purpose of this report**

### **1.1 To ask the LEP Board to:**

- nominate a LEP Member and Substitute LEP Member to the West Yorkshire Combined Authority (“the Combined Authority”),
- nominate LEP Board members and private sector representatives to committees of the Combined Authority,
- nominate a member and substitute member to the Transport for the North (TfN) Partnership Board, and
- note the LEP’s representative and alternate to the Strategic Oversight Board for the Northern Powerhouse Investment Fund Ltd and the LEP Chair’s continuing appointment to the Department for International Trade’s Trade Advisory Group (TAG).

## **2. Information**

### **Nomination of LEP Member and Substitute**

- 2.1 The West Yorkshire Combined Authority Order 2014 (“the 2014 Order”) although modified by West Yorkshire Combined Authority (Election of Mayor and Functions) Order 2021 continues to provide that the Combined Authority shall appoint a member of the LEP nominated by the LEP to be a Combined Authority Member, (“the LEP Member”). The Combined Authority must also appoint a Substitute LEP Member, to act in their absence.

### **Nominations to Combined Authority committees**

- 2.2 The LEP Board at the meeting on 28 April 2021, received a report outlining proposed changes to the Combined Authority’s committee structure, considered by the Combined Authority on 22 April 2021, and which the

Combined Authority has agreed in principle to establish at the Combined Authority's Annual Meeting on 24 June 2021.

2.3 Key points from the proposals of relevance for the LEP Board were as follows:

- The close alignment and partnership of the LEP Board and the Combined Authority is retained with a LEP Member continuing to provide the voice of business and the Mayor as a member of the LEP Board.
- The advisory panels which currently feed into both the LEP Board and the Combined Authority are to become decision-making committees of the Combined Authority with greater responsibility and accountability (the detail of their terms of reference yet to be finalised).
- The Inclusive Growth Panel is not to be retained as a decision-making committee, rather its work is to be embedded into the objectives and the workplans of the other committees.
- The four thematic decision-making committees (as successors to Panels) would be chaired by a Combined Authority Member who has the lead for that thematic area and the Deputy Chair for each of these would be a LEP Board member with voting rights. Current wider private sector membership would remain as non-voting members together with advisory ex-officio representatives.

2.4 The LEP Board are therefore asked to make nominations to the **revised committee structure**, in accordance with the schedule attached as **Appendix 1** to this report. This is subject to the decisions made at the Combined Authority meeting on 24 June.

2.5 The LEP are also asked to nominate two LEP Board members to sit as non-voting members of the Combined Authority's **Transport Committee**. These appointments may be subject to the outcome of a proposed review of the Transport Committee to be undertaken after the Combined Authority's Annual Meeting.

2.6 Given that the revised committee structure is at this stage subject to confirmation by the Combined Authority at its annual meeting, it is proposed that the LEP Chair be authorised to amend or add to the nominations in consultation with appropriate LEP Board members, should this prove to be required. There is a proposal from the Mayor to establish a **new committee covering creative and cultural** and nominations would need to be sought for this.

### **Transport for the North (TfN)**

2.7 TfN seek a nomination each year for a representative from each of the 11 local enterprise partnerships within the TfN area to be appointed to the **TfN Partnership Board** at their annual meeting. The TfN annual meeting this year is on 27 July 2021. A substitute is also required. The practice to date is that TfN Board co-opts each LEP representative on the Partnership Board as a non-voting member of the TfN Board.



### **LEP Chair appointment to other bodies**

2.8 Roger Marsh remains a nominated representative on the **Strategic Oversight Board**, as one of ten representatives of local enterprise partnerships. Ben Still, in his capacity as Chief Executive Officer of the LEP, is his alternate.

2.9 Roger Marsh also continues to be appointed to the Department for International Trade's **Trade Advisory Group** (TAG).

### **3. Tackling the Climate Emergency Implications**

3.1 A LEP Board member and other private sector representatives are to be nominated to the Climate, Energy and Environment Committee.

### **4. Inclusive Growth Implications**

4.1 Inclusivity will be fully embedded in the objectives of each thematic committee of the Combined Authority.

### **5. Equality and Diversity Implications**

5.1 Inclusivity will be fully embedded in the objectives of each thematic committee of the Combined Authority.

### **6. Financial Implications**

6.1 There are no financial implications arising directly from this report.

### **7. Legal Implications**

7.1 The 2014 Order does not require the Combined Authority's LEP Member or their substitute to be a private sector representative. However, private sector representation secures direct private sector input into the Combined Authority membership.

7.2 By law, the Combined Authority's LEP Member must be non-voting. However, the voting Combined Authority Members may resolve that this provision does not apply.

### **8. Staffing Implications**

8.1 There are no staffing implications arising directly from this report.

### **9. External Consultees**

9.1 None

## **10. Recommendations**

That the LEP Board:

- 10.1 Nominates Roger Marsh to be the LEP Member on the Combined Authority, and Mark Roberts to be the Substitute LEP Member on the Combined Authority.
- 10.2 Nominates to committees to be appointed by the Combined Authority at its Annual Meeting, including those supporting the LEP, in accordance with Appendix 1 of the report, and authorises the LEP Chair to revise the nominations in the event that this is required before the Combined Authority's annual meeting, in consultation with appropriate LEP Board members.
- 10.3 Nominates two private sector (non-voting) advisory representatives to the Combined Authority's Transport Committee as detailed in Appendix 1 of the report.
- 10.3 Nominates Roger Marsh to be a member of TfN's Partnership Board to be re-appointed at the TfN annual meeting, and Mark Roberts to be a substitute, noting that TfN current practice is to co-opt the LEP's representative on the Partnership Board to the TfN Board.
- 10.4 Notes that Roger Marsh as Chair of the LEP is a nominated representative to the Strategic Oversight Board for Northern Powerhouse Investment Fund Ltd, with Ben Still, Chief Executive Officer of the LEP as his alternate, and that Roger Marsh also continues to be appointed to the Department for International Trade's Trade Advisory Group (TAG).

## **11. Background Documents**

- 11.1 None.

## **12. Appendices**

- 12.1 Appendix 1 – private sector representative nominations to the revised committee structure.

## LEP nominations of Private Sector Representatives to Combined Authority Committees (subject to the Combined Authority annual meeting on 24 June)

Appendix 1

Nomination		Sector represented
<b>Business, Economy and Innovation Committee</b>		
	Martin Booth	Manufacturing
	Mike Danby	Distribution
	Amir Hussain (LEP Board member)	Creative
	Richard Paxman	Manufacturing
	Andy Peterson	Digital Comms Solutions
	Mandy Ridyard (LEP Board member)	Manufacturing
	David Sidlow	Manufacturing
	Phillip Wilson	Digital
	Andrew Wright (LEP Board member)	Manufacturing
	Simon Wright	Financial Services
<b>Climate, Energy &amp; Environment Committee</b>		
	Bill Firth	Infrastructure/Energy
	Richard Goodfellow	Legal
	Natasha Luther-Jones	Legal
	Alice Owen	Higher Education
	Simon Pringle (LEP Board member)	Commercial Strategy/Innovation
	Leah Stuart	Engineering
	Ben Tongue	Health/Digital
<b>Employment &amp; Skills Committee</b>		
	Martin Booth	Manufacturing
	Mark Cowgill	Digital
	Orlagh Hunt	Financial Services
	Richard Mason	Manufacturing & Retail
	Liz Needleman	Communications & Digital
	Rashik Parmar (LEP Board member)	Digital
	Claire Paxman	Manufacturing
	Glynn Robinson	Digital
	Amanda Stainton	Manufacturing
<b>Finance, Resources and Corporate Committee</b>		
	Roger Marsh	
<b>Place, Regeneration and Housing Committee</b>		
	Helen Featherstone (LEP Board member)	Culture

**LEP nominations of Private Sector Representatives to Combined Authority Committees (subject to the Combined Authority annual meeting on 24 June)**

	Amir Hussain (LEP Board member)	Creative
	Andrew Latchmore	Legal/Professional Services
<b>Transport Committee</b>		
	Mark Roberts (LEP Board member and Deputy Chair)	
	Simon Pringle (LEP Board member)	

<b>Business Investment Panel</b>		
	Michael Allen	Financial Services
	Colin Glass	Professional Services
	Jonathan King	Manufacturing
	Simon Wright	Financial Services
	Gareth Yates	Professional Services

---

**Report to:** Leeds City Region Enterprise Partnership Board

**Date:** 9 June 2021

**Subject:** **Governance arrangements**

---

**Director:** Angela Taylor, Director of Corporate and Commercial Services

**Author(s):** Caroline Allen, Head of Legal and Governance Services

---

## 1. Purpose of this report

- 1.1 To review and approve governance documents for the Leeds City Region Enterprise Partnership (LEP).

## 2. Information

- 2.1 The “Annual Conversation” performance review of the LEP carried out by the Cities and Local Growth Unit in February rated the LEP’s overall governance arrangements as meeting requirements, the highest category available. It was noted that the “S73 Assurance and Governance statements confirm the high standards which continue to be set for governance and transparency, including during the exceptional challenges of the pandemic”.
- 2.2 As a matter of good practice, the LEP reviews all constitutional documents annually, and the LEP’s Procedure Rules require this to be carried out at the LEP’s annual meeting.
- 2.3 Key amendments are highlighted on the relevant appendices, as follows:

Appendix	Document	Proposed amendment	
App 1	LEP Constitution	Para 1.3	Amend for consistency to reflect the role of the LEP with revised wording in the Assurance Framework
		Para 4.9	New provision that the Mayor of West Yorkshire is ex-officio a member of the LEP Board, with the Deputy Mayor as their substitute.
		Para 11	Amend to reflect the Combined Authority’s revised overview and scrutiny committee structure

App 2	LEP Procedure Rules	Para 7.1	Amendment to reflect the Combined Authority's revised overview and scrutiny committee structure
		Para 9	Amend to provide for a local authority substitute to substitute for the Deputy Mayor at any meeting where the Mayor is absent.
App 3	Access to information Annex	Part 4, para 2	Minor amendment to reflect the Combined Authority's revised scrutiny arrangements
App 4	Code of Practice for Recording meetings	-	No amendments proposed
App 5	Protocol for Remote meetings	-	No amendments proposed
App 6	LEP's Confidential Complaints Procedure	Paragraph 2	Amend to clarify that concerns may be raised through the Combined Authority's whistleblowing policy
App 7	Recruitment Procedure for Private Sector Representatives	Throughout	Amend to reflect the Combined Authority's revised committee structure and chairing arrangements

### Standards arrangements

- 2.7 Amendments are proposed to the LEP Board Members' Code of Conduct.
- 2.8 The purpose of LEP Board Members' Code of Conduct is to protect members, officers and the public generally by setting out principles of conduct expected of all members. This helps create and maintain public confidence in the role of members and the LEP and promotes the seven principles of public life (the Nolan Principles).
- 2.9 In January 2019, the Committee on Standards in Public Life (CSPL) produced a report into ethical standards in local government accompanied by a series of best practice guidance and recommendations. The LEP Board will recall that a report was brought to the LEP's 2019 Annual Meeting at which minor changes were approved to the Code to reflect the CSPL's recommendations.
- 2.10 The CSPL further recommended that the LGA create a model code of conduct, the final model of which was published in December 2020. The changes in the LGA model offers helpful clarification and advice, rather than substantive change.

- 2.11 Following recommendation from the Combined Authority's Governance and Audit Committee, a revised version of the Combined Authority's Code reflecting the LGA model was presented to the Combined Authority on 22<sup>nd</sup> of April and was approved with effect from 10 May (when the Mayor came into office).
- 2.12 Under the National Local Growth Assurance Framework (NLGAF), the LEP must adopt a Code based on the Nolan Principles with which all LEP Board Members must comply. The LEP is not obligated to adopt any particular model Code, but must require its members to register specified interests, which are set out in the NLGAF. The LGA model Code brings requirements to register interests into line with the requirements of the NLGAF.
- 2.13 Many LEP Board Members are also on the Combined Authority or committees of the Combined Authority, and therefore subject to the Combined Authority's Code of Conduct. For consistency, it is recommended that the LEP Board now adopt a revised Code, which is consistent so far as practicable with that of the Combined Authority. The proposed Code is Appendix 8 to this report.
- 2.13 The differences between the LEP Board's current Code and the proposed Code are, in summary:
- the proposed Code explicitly extends to any LEP Board Member who is giving the impression that they are acting in their official capacity (the current Code only applies where a Board Member is acting in their official capacity),
  - the proposed Code expressly states that it applies to LEP Board Members' activities in all forms of communication,
  - there is now an express requirement to promote equality and not discriminate,
  - there is an obligation to not bring the role or the LEP into disrepute,
  - explicit reference is now made to a LEP Board Member's use of position and resources, and
  - there are explicit additional requirements to:
    - undertake code of conduct training,
    - co-operate in any investigation,
    - not intimidate anyone administering an investigation, and
    - comply with any sanction imposed upon a finding of a breach of the Code.

Appendix	Document	Proposed amendment	
Appendix 8	LEP Board Members' Code of Conduct	Revised Code	See above.
Appendix 9	LEP Procedure for considering	Para 9	Amend to replace reference to Chair of the Combined

	complaints about conduct		Authority by a reference to the Mayor
Appendix 10	Conflicts of Interest Policy	Throughout	Insert references to the Mayor
		Throughout	Insert references to the Combined Authority's new Constitution
Appendix 11	Conflicts of Interest Protocol	Throughout	Insert references to the Mayor
		Throughout	Insert references to the Combined Authority's new Constitution provisions
Appendix 12	Conflicts of Interest Protocol - AEB	This protocol was approved by the Combined Authority in December 2020, and follows Government best practice. The LEP Board is now asked to endorse it.	

- 2.9 Item 9 on this agenda provides annual accountability reports, in relation to the complaints and whistleblowing procedures and the management of conflict of interests during the 2020/21 financial year.

### **3. Tackling the Climate Emergency Implications**

- 3.1 No implications arising from this report.

### **4. Inclusive Growth Implications**

- 4.1 No implications arising from this report.

### **5. Equality and Diversity Implications**

- 5.1 No implications arising from this report.

### **6. Financial Implications**

- 6.1 No implications arising from this report.

### **7. Legal Implications**

- 7.1 No implications arising from this report.

### **8. Staffing Implications**



8.1 No implications arising from this report.

## **9. External Consultees**

9.1 No implications arising from this report.

## **10. Recommendations**

10.1 That the LEP Board reviews and approves the LEP's governance documents attached to this report as follows:

- Appendix 1 – LEP Constitution
- Appendix 2 – LEP Procedure Rules
- Appendix 3 – Access to information Annex
- Appendix 4 – Code of Practice for recording meetings
- Appendix 5 – Protocol for Remote Meetings
- Appendix 6 – LEP's Confidential Complaints Procedure
- Appendix 7 – Recruitment Procedure for Private Sector Representatives
- Appendix 8 – LEP Board Members' Code of Conduct
- Appendix 9 – LEP Procedure for considering complaints alleging a failure to comply with the LEP Board Members' Code of Conduct
- Appendix 10 – Conflicts of Interest Policy
- Appendix 11 – Conflicts of Interest Protocol
- Appendix 12 – Conflicts of Interest Protocol – Adult Education Budget

## **11. Background Documents**

11.1 None.

## **12. Appendices**

- Appendix 1 – LEP Constitution
- Appendix 2 – LEP Procedure Rules
- Appendix 3 – Access to information Annex
- Appendix 4 – Code of Practice for recording meetings
- Appendix 5 – Protocol for Remote Meetings
- Appendix 6 – LEP's Confidential Complaints Procedure
- Appendix 7 – Recruitment Procedure for Private Sector Representatives
- Appendix 8 – LEP Board Members' Code of Conduct
- Appendix 9 – LEP Procedure for considering complaints alleging a failure to comply with the LEP Board Members' Code of Conduct
- Appendix 10 – Conflicts of Interest Policy
- Appendix 11 – Conflicts of Interest Protocol
- Appendix 12 – Conflicts of Interest Protocol – Adult Education Budget

This page is intentionally left blank

## Leeds City Region Enterprise Partnership

### Constitution

#### 1. Role and functions of the Leeds City Region Enterprise Partnership

1.1 The Leeds City Region Enterprise Partnership ('LEP') is a non-statutory strategic body responsible for a significant amount of public funding to drive inclusive growth, increase prosperity and improve the productivity of the Leeds City Region.<sup>1</sup> It is an autonomous business-led private-public local partnership, which brings together private and public sectors from across Leeds City Region, to provide strategic leadership.

1.2 The **Leeds City Region Enterprise Partnership Board ('LEP Board')** is the decision-making forum of the LEP.

1.3 The key roles of the LEP are to:

- Provide strategic leadership.
- Unlock the region's vast potential by enabling businesses to grow and develop.
- Stimulate growth that will create jobs and prosperity for everyone who lives, works and does business in the region.
- Develop strategy and policy aimed at meeting both the current and future needs of the region's economy.
- Deliver schemes that support businesses and accelerate growth.

#### 2. The LEP's accountable body

2.1 The West Yorkshire Combined Authority (the Combined Authority) is the accountable body for the LEP. As accountable body, the Combined Authority is responsible for:

- carrying out **finance functions** on behalf of the LEP
- **oversight** of the LEP's financial and governance, transparency and accountability arrangements
- providing **additional support** as agreed by the LEP.

2.2 The LEP has agreed a formal statement with the accountable body, defining their roles and relationship<sup>2</sup>.

#### 3. Interpretation

---

<sup>1</sup> The geographical area of the Leeds City Region LEP spans 5 local authority areas: Bradford, Calderdale, Kirklees, Leeds, and Wakefield.

<sup>2</sup> This is Appendix 1 of the Leeds City Region Assurance Framework.

- 3.1 With the exception of any matter arising under the LEP Board Procedure Rules, the Combined Authority's Head of Legal and Governance Services shall make any final decision about:
- how any provision in this Constitution or any other LEP governance document should be interpreted, and
  - any question of procedure not provided for by the Constitution or another LEP governance document.

#### 4. LEP Board Membership

4.1 LEP Board membership must include:

- **private sector representatives**<sup>3</sup> who live or work within the Leeds City Region; and
- Leeds City Region **local authority representatives**.

4.2 At least two-thirds of the members of the LEP Board shall be private sector representatives appointed under paragraph 4.5 below<sup>4</sup>.

4.3 The number of LEP Board members shall not exceed 20, excluding any additional member co-opted to the LEP Board in accordance with paragraph 4.14 below.

#### Appointment

4.4 No person may act as a member of the LEP Board<sup>5</sup> if:

- they are the subject of a bankruptcy restrictions order, an interim bankruptcy restrictions order, a debt relief restrictions order or interim debt relief restrictions order under Schedule 4ZB of the Insolvency Act 1986, or
- during the 5 years prior to the date of appointment, they have been convicted of any offence and been sentenced to imprisonment (whether suspended or not) for a period of not less than 3 months without the option of a fine, or
- they have an incapacity imposed under Part III of the Representation of the People Act 1983 having been convicted of a corrupt or illegal practice, or
- they are an officer or servant of the Combined Authority or a Combined

---

<sup>3</sup> A private sector representative must be or have been employed by an organisation not included as central government, local government or a public corporation as defined for the UK National Accounts. For this purpose, any Higher Education or Further Education Institution is not classified as a public sector organisation.

<sup>4</sup> any co-optee appointed to the LEP Board is not included as a member of the LEP Board for the purpose of this requirement.

<sup>5</sup> For the avoidance of doubt, this provision extends to any co-optee appointed to the LEP Board.

Authority subsidiary (within the meaning of the Transport Act 1962).

- 4.5 The LEP Board shall appoint the **private sector representatives** to the LEP Board. Any private sector representative on the LEP Board is appointed in their individual capacity, and not as a representative of their employer or any other organisation. No substitute members will be appointed for private sector representatives.
- 4.6 The LEP Board will select the private sector representatives in accordance with the LEP's diversity statement and in accordance with its Recruitment Procedure for Private Sector Representatives.
- 4.7 The following local authorities shall each appoint a **local authority representative** to the LEP Board<sup>6</sup>:
- City of **Bradford** Metropolitan District Council
  - Borough Council of **Calderdale**
  - **Kirklees** Metropolitan Council
  - **Leeds** City Council
  - Council of the City of **Wakefield**
- 4.8 Each of these local authorities may also appoint a substitute to act in the absence of their appointed representative, subject to the LEP Board Procedure Rules<sup>7</sup>. The substitute member must be an elected councillor from the same local authority as the member for whom they are substituting.
- 4.9 The **West Yorkshire Mayor** (the Mayor) will ex-officio be a local authority representative on the LEP Board. The Mayor's substitute will be ex-officio the Mayor's Deputy Mayor.
- 4.10 An officer cannot substitute for any member of the LEP Board.

### **Appointment of Chair and Deputy Chair of the LEP**

- 4.11 The LEP Board will appoint:
- a private sector representative as **Chair of the LEP**, and
  - a private sector representative as a **Deputy Chair of the LEP**.
- 4.12 A person ceases to be Chair of the LEP or Deputy Chair of the LEP if they cease to be a member of the LEP Board.
- 4.13 The role of the Chair is to convene the local business community and public sector stakeholders, whilst overseeing the allocation of funding for which the LEP is responsible and the development of an economic strategy.

---

<sup>6</sup> This is expected, but not required, to be the Leader of the relevant council.

<sup>7</sup> See LEP Board Procedure Rule 9.

- 4.14 The LEP Board will select the Chair in accordance with the LEP's diversity statement and in accordance with its Recruitment Procedure for Private Sector Representatives. The terms of the appointment will be set out in an appointment letter from the Combined Authority to the Chair of the LEP.

### **Appointment of co-optees to the LEP Board**

- 4.14 The LEP Board may at any time co-opt up to 5 additional persons with specialist knowledge to the LEP Board, subject to paragraph 4.17 below.

### **Terms of office**

- 4.15 The term of office for each **private sector representative** appointed under paragraph 4.5 will normally be a maximum of three years, with an optional extension of three years. In exceptional circumstances, the LEP Board may approve an extension of a further three years.
- 4.16 The term of office for the **Chair** and **Deputy Chair** will be three years<sup>8</sup>, with an optional extension of three years. In exceptional circumstances, the LEP Board may approve a further extension of three years.
- 4.17 The term of office for each **co-optee** appointed under paragraph 4.14 will be one year, subject to any exceptional circumstances.
- 4.18 The LEP Board may terminate the membership of any **private sector representative** or **co-optee** at any time.
- 4.19 The term of office for any **local authority representative** appointed by a local authority (or their substitute) is at the discretion of their appointing authority; authorities may terminate their appointment or appoint a representative at any time, by notification in writing to the Combined Authority's Head of Legal and Governance.
- 4.20 Any member of the LEP Board or co-optee may resign at any time by written notification to the LEP Chair.
- 4.21 Any member of the LEP Board who fails to attend any meeting of the LEP Board throughout six consecutive months from the date they last attended such a meeting, shall cease to be a member of the LEP Board, unless the failure was due to a reason approved by the LEP Board before the expiry of the six month period.

## **5. Membership of Combined Authority Panels**

---

<sup>8</sup> This provision to come into effect once the existing Chair's term of office has expired.

- 5.1 The Combined Authority may appoint any member of the LEP Board to be a member of a Combined Authority Panel or committee<sup>9</sup>. The minutes of any such Panel will be reported to the LEP Board as soon as reasonably practicable.

## 6. LEP Officers

- 6.1 Combined Authority officers serve both the LEP and the Combined Authority.
- 6.2 Every Combined Authority officer must comply with the Combined Authority Officers' Code of Conduct, which is published on the Combined Authority's web-site. Senior officers of the Combined Authority and other officers advising on LEP decisions are required to confirm that they will have regard to the following principles – selflessness, integrity, objectivity, accountability, openness, honesty and leadership in their conduct at all times and that they will comply with the Combined Authority's Code of Conduct for Officers and Gifts and Hospitality Policy. They are also required to declare specified interests on a register. The register of the Chief Executive Officer shall be published on the LEP web-site.
- 6.3 The Head of Legal and Governance Services keeps a record of any notice of a pecuniary interest in a contract given by an officer<sup>10</sup>.
- 6.4 Any other officer from another local authority advising the LEP must comply with the Officers' Code of Conduct adopted by their local authority.
- 6.5 All officers advising the LEP Board should be mindful of any potential conflicts of interest which may arise from their personal position, or their professional position (that is, arising out of the interests of any constituent local authority in a matter). They should exclude themselves from advising on any matter where their personal or professional interests are such that their integrity or objectivity may be questioned. The Conflicts of Interest Policy applies to any officer of the Combined Authority and any officer of a local authority who advise the Combined Authority or the LEP.
- 6.6 The Managing Director of the West Yorkshire Combined Authority is the **Chief Executive Officer** of the LEP.
- 6.7 The role of the Combined Authority's Section 73 **Chief Finance Officer**<sup>11</sup> who is responsible for the proper administration of the

---

<sup>9</sup> The Combined Authority's governance arrangements will apply to any such appointment.

<sup>10</sup> Under Section 117 Local Government Act 1972

<sup>11</sup> Appointed under Section 73 Local Government Act 1985. This role is carried out by the Combined Authority's Director of Corporate Services.

Combined Authority's financial affairs, extends to the financial affairs of the LEP. The Section 73 Chief Finance Officer also has a role in relation to instilling good and proportionate LEP governance. The responsibilities of the Section 73 Chief Finance Officer are set out in detail in Appendix 2 of the Assurance Framework.

## **7. Members of the LEP Board - conduct**

- 7.1 Every member of the LEP Board<sup>12</sup> must comply with the LEP Board Members' Code of Conduct.
- 7.2 The register of interests required under the LEP Board Members' Code of Conduct will be published on the Combined Authority's web-site.
- 7.3 Any declarations of interest made by a member of the LEP Board at a meeting and any action taken, (such as leaving the room, or not taking part), will be recorded in the minutes for that meeting.
- 7.4 Any declaration of a conflict of interest by the Chair of the LEP precluding the Chair of the LEP from making an urgent decision on behalf of the LEP shall be recorded in the record of the decision reported to LEP Board.
- 7.5 Any alleged breach of the LEP Board Members' Code of Conduct will be dealt with under the procedure annexed to the Code.
- 7.6 The Conflicts of Interest Policy and Protocol apply to every member of the LEP Board.

## **8. LEP Board Groups**

- 8.1 The LEP Board may at any time appoint an advisory group (in relation to a particular on-going issue or theme), or a working group (in relation to a time-limited task) for the purpose of providing advice to the LEP Board.
- 8.2 The LEP Board may appoint as a member of an advisory group or working group, any private sector representative or other persons who are not members of the LEP Board.
- 8.3 The membership of any group or working group appointed by the LEP Board must include a member of the LEP Board who will report back to the LEP Board on any recommendations made by the group.
- 8.4 The LEP Board shall determine the procedure for any group or working group; in the absence of any such determination the procedure shall be determined by the group or working group

---

<sup>12</sup> For the avoidance of doubt, this provision extends to any co-optee appointed to the LEP Board.



itself.

## **9. LEP Board meetings**

- 9.1 All meetings of the LEP Board will be held in accordance with the LEP Board Procedure Rules approved by the LEP Board from time to time.

## **10. Urgent decisions of the LEP**

- 10.1 In exceptional circumstances where it is not practicable for the Chair of the LEP to call an additional meeting of the LEP Board to consider an urgent matter, the Chair of the LEP may, in consultation with the Combined Authority's Managing Director make an urgent decision on behalf of the LEP, provided that the Chair of the LEP does not have a conflict of interest in the matter.
- 10.2 No substantive decision may be taken by the Chair of the LEP under 10.1 without a written report.
- 10.3 Any such decision shall be reported to the next meeting of the LEP Board, and recorded and published in the minutes for that meeting.
- 10.4 The Deputy Chair of the LEP may exercise the power of the Chair of the LEP to make any urgent decision if the Chair of the LEP is unable to act due to absence, illness or a conflict of interest.

## **11. Scrutiny arrangements<sup>13</sup>**

- 11.1 In accordance with its terms of reference, any overview and scrutiny committee of the Combined Authority may make a report or recommendations on any matter considered by the LEP or relating to LEP governance and may also review or scrutinise any Combined Authority decision in its role as accountable body for the LEP. The Combined Authority's statutory Scrutiny Officer shall facilitate the Committee to carry out appropriate scrutiny of LEP Board decision-making and LEP achievements.
- 11.2 The LEP may seek input from any overview and scrutiny committee of the Combined Authority on any issue relating to policy and strategy development or otherwise<sup>14</sup>.
- 11.3 Any member of the LEP Board may be asked to attend, or otherwise contribute to, a meeting of any overview and scrutiny committee of the Combined Authority, or any meeting of any overview and scrutiny committee appointed by any local authority

---

<sup>13</sup> These scrutiny arrangements are agreed by the LEP and the Combined Authority as its Accountable Body.

<sup>14</sup> This will be by way of a request put forward to a Scrutiny Officer, in the first instance.

in the Leeds City Region.

## **12. Lobbying**

- 12.1 The LEP will not incur public expenditure in retaining the services of lobbyists to influence public officials, Members of Parliament, political parties of the Government to take a particular view on any issue.

## **13. Complaints and Whistleblowing**

- 13.1 Any complaint received about the LEP will be dealt with under either
- the Combined Authority's Complaints Policy, or
  - the LEP's Confidential Complaints Procedure.
- 13.2 Any complaint about an individual member of the LEP Board alleging a breach of the LEP Board Members' Code of Conduct will be dealt with in accordance with paragraph 7 above.
- 13.3 Any whistleblowing concerns raised about the LEP will be dealt with under the Combined Authority's Whistleblowing Policy.
- 13.4 Each of these procedures or policies shall be published on the Combined Authority web-site and accessible from the LEP web-site.
- 13.5 The Head of Legal and Governance Services shall determine the appropriate procedure for any concern, complaint or allegation received.

## **14. Remuneration**

- 14.1 No remuneration or expenses shall be payable to any member of the LEP Board, except in accordance with a published scheme approved from time to time by the LEP Board.

## **15. Amendments to LEP constitutional or governance documents**

- 15.1 The Combined Authority's Head of Legal and Governance Services, in consultation with the Chair of the LEP, is authorised to make any changes to any constitutional or governance documents which are required:
- as a result of any government guidance, legislative change or decisions of the LEP Board, or
  - to enable the documents to be kept up to date, or
  - for the purposes of clarification only.

## **16. Publication of constitution and other governance documents**

- 16.1 This Constitution and other governance documents approved by the LEP Board shall be published on the Combined Authority web-site and accessible from the LEP web-site.

This page is intentionally left blank

## **Leeds City Region Enterprise Partnership (LEP) Board**

### **Procedure Rules**

#### **Introduction**

As accountable body for the Leeds City Region Enterprise Partnership ('the LEP'), the West Yorkshire Combined Authority<sup>1</sup> (the Combined Authority) services LEP Board meetings, including maintaining the official record of LEP Board proceedings.

#### **1 Role of the chair**

- 1.1 The Chair of the LEP if present shall preside at any meeting of the LEP Board, or in their absence<sup>2</sup> the Deputy Chair of the LEP. If neither are present, the meeting will elect a chair to preside for that meeting.

#### **2 Interpretation**

- 2.1 The chair of a LEP Board meeting shall make any final decision at a LEP Board meeting about:
- how the Procedure Rules should be interpreted with respect to the conduct of that meeting; or
  - any question of procedure not provided for by the Procedure Rules.
- 2.2 The Head of Legal and Governance Services shall make any final decision about how the Procedure Rules should be interpreted relating to the conduct of any LEP Board business outside of a meeting of the LEP Board

#### **3 Convening meetings**

- 3.1 The LEP Board shall hold their annual meeting before the Combined Authority's annual meeting.
- 3.2 In addition to the annual meeting, the LEP Board will meet at least 3 times a year on dates agreed by the LEP Board.
- 3.3 The Chair of the LEP may subsequently amend the time or date of any meeting, convene or cancel a meeting at any time, in consultation with the Combined Authority's Head of Legal and Governance Services.

#### **4 Place of meetings**

- 4.1 The LEP Board may hold its meeting at any place within the Leeds City Region.

---

<sup>1</sup> through its Monitoring Officer, the Head of Legal and Governance Services.

<sup>2</sup> including where the Chair cannot participate due to a conflict of interest

## 5 Notice of meetings

- 5.1 The Combined Authority's Head of Legal and Governance Services will publish dates of LEP Board meetings on the Combined Authority's web-site as soon as reasonably practicable, once they are agreed by the LEP Board or otherwise convened by the Chair of the LEP Board.

## 6 Annual meeting business

- 6.1 At the annual meeting the LEP Board will:

- In respect of membership:
  - note the **local authority representatives** and substitutes appointed to the LEP Board
  - appoint (or confirm the continuing LEP Board membership of) **private sector representatives**
  - appoint (or confirm the continuing LEP Board membership of) any other **public sector representatives**
  - appoint any **co-optees** to the LEP Board
  - identify the member of the LEP Board to represent and engage with the **SME business community**
  - identify the member of the LEP Board to act as **diversity champion**
- appoint the **Deputy Chair of the LEP**
- nominate a **Combined Authority LEP Member** and their substitute
- appoint to any **outside bodies**
- appoint any **advisory group or working group** to the LEP Board
- review and approve the LEP's **governance documents**
- receive an annual report on **complaints and whistleblowing concerns** received about the LEP or any member of the LEP Board
- receive an annual statement relating to the LEP's **remuneration and expenses scheme** and **review the scheme**
- review and receive the LEP's **equality and diversity policy including the diversity statement**<sup>3</sup>
- receive the **Annual Scrutiny Report**<sup>4</sup>
- agree the **date and time** of LEP Board meetings for the year
- provide an **opportunity for the public to ask questions**, and
- consider **any other business** set out in the agenda for the meeting.

## 7 Business at LEP Board meetings

- 7.1 Every meeting of the LEP Board will:

- receive **declaration of interests** from members of the LEP Board

---

<sup>3</sup> This includes an annual report on diversity.

<sup>4</sup> This summarises the work undertaken by the Overview and Scrutiny Committee in the previous year

- approve the **minutes** of the last **LEP Board**
- consider **any decision of the Chair of the LEP** made under the **urgency provisions**
- receive the **minutes** of or an update from any LEP Board **advisory group or working group**
- receive the **minutes** of or an update **from the Combined Authority** and any relevant **Combined Authority advisory committee or panel**
- consider any relevant **reports or recommendations** from **any overview and scrutiny committee of the Combined Authority**,<sup>5</sup>
- consider any **audit** reports or recommendations relating to LEP activities,<sup>6</sup>
- receive a report on **partnership and collaboration** and
- consider **any other business** set out in the agenda for the meeting.

7.2 No item of business may be considered by the LEP Board except:

- the business set out in the agenda, or
- business brought before the meeting as a matter of urgency in accordance with below.

7.3 An item may not be considered by the LEP Board unless:

- a copy of the agenda including the item<sup>7</sup> has been open to public inspection for at least five clear days before the meeting, or
- by reason of special circumstances, which shall be specified in the minutes, the chair of the meeting is of the opinion that the item should be considered at the meeting as a matter of urgency.

7.4 All reports to the LEP Board shall include any written advice on the matter provided by the Combined Authority's Section 73 Chief Finance Officer<sup>8</sup> and Monitoring Officer<sup>9</sup>.

## **8 Public access to agenda and reports**

8.1 At least five clear days before a meeting of the LEP Board, the Head of Legal and Governance Services will make available for inspection by the public at the Combined Authority's offices<sup>10</sup>:

- a copy of the agenda, and

<sup>5</sup> or from any other overview and scrutiny committee of any local authority within the Leeds City Region.

<sup>6</sup> as determined by the Chief Finance Officer appointed by the Combined Authority under Section 73 Local Government Act 1985. This is the Combined Authority's Director of Corporate Services

<sup>7</sup> This is subject to the provisions relating to exempt and confidential information as set out in the Access to Information Annex to these Procedure Rules

<sup>8</sup> See footnote above.

<sup>9</sup> The LEP Board's rationale for not following any advice should be recorded in the minutes of the meeting.

<sup>10</sup> Wellington House 40-50 Wellington Street, Leeds LS1 2DE.

- (subject to 7.3 above) reports for the meeting.
- 8.2 Where an item is added to an agenda, copies of which are open to inspection by the public, copies of the item (or of the revised agenda) and copies of any report for the meeting relating to the item (subject to 8.3 below), shall be open to inspection from the time the item is added to the agenda.
- 8.3 If a report relates only to an item during which, in the Head of Legal and Governance Services' opinion, the meeting is likely not to be open to the public<sup>11</sup>, the Head of Legal and Governance Services may decide not to make the report (or part of it) open for inspection.
- 8.4 Where a report or any part of a report is not open to public inspection, the Head of Legal and Governance Services:
- will mark every copy of the report (or the part) "Not for publication", and
  - state on every copy of the report (or the part) the description of the information on the basis of which the LEP Board are likely to exclude the public<sup>12</sup> if applicable.

## **9 Substitutes**

- 9.1 A substitute member may only act in the absence of the member of the LEP Board:
- for whom they are the designated substitute
  - where the member will be absent for the whole of the meeting (with the exception of the substitute member for a local authority representative who is the substitute for the Deputy Mayor, where the Deputy Mayor is acting in the place of the Mayor), and
  - where the Combined Authority's Head of Legal and Governance Services has received notice before the start of the meeting that the substitute will act.

## **10 Quorum**

- 10.1 No business may be transacted at a meeting of the LEP Board, unless at least 4 members of the LEP Board (or their substitutes) are present, including one local authority representative and one private sector representative.
- 10.2 During the meeting, if the chair counts the number of members present, and declares there is not a quorum present, the meeting will adjourn immediately to a time and date fixed by the chair. If the chair does not fix a date, the remaining business will be considered at the next scheduled

---

<sup>11</sup> In accordance with Procedure Rule 11.

<sup>12</sup> see the Access to Information Annex.



meeting of the LEP Board.

## **11 Public access to meetings**

11.1 Any meeting of the LEP Board shall be open to the public except to the extent that the public are excluded (during the whole or part of the proceedings):

- to prevent the likely disclosure of confidential information<sup>13</sup>, or
- by resolution, to prevent the likely disclosure of exempt information<sup>14</sup>, or
- under Procedure Rule 13 relating to general disturbances.

11.2 A motion to exclude the press and public may be moved without notice at any meeting in relation to an item of business whenever it is likely that if members of the press or public were present for that item there would be disclosure of exempt information<sup>15</sup>.

## **12 Reporting proceedings**

12.1 Without prejudice to the chair's powers in Procedure Rule 13 and subject to 12.2, 12.3 and 12.4, while any meeting of the LEP Board is open to the public, any person attending may report on the meeting and publish or disseminate the recording at the time of the meeting or after the meeting<sup>16</sup>.

12.2 The chair may decide not to permit oral reporting or oral commentary of the meeting as it takes place if the person reporting or providing the commentary is present at the meeting.

12.3 Where the public are excluded from a meeting to prevent the likely disclosure of confidential or exempt information, the chair may also prevent any person from reporting on the meeting using methods:

- which can be used without that person's presence, and
- which enable persons not at the meeting to see or hear the proceedings at the meeting as it takes place or later.

12.4 The chair may restrict any recording of a meeting where an external participant in the meeting objects to being recorded and the public interest in upholding their objection outweighs the public interest in allowing the recording to continue.

## **13 General disturbance**

---

<sup>13</sup> see the Access to Information Annex.

<sup>14</sup> see the Access to Information Annex.

<sup>15</sup> see the Access to Information Annex.

<sup>16</sup> See further the Access to information Annex and the Code of Practice on recording meetings.

13.1 If a general disturbance makes orderly business impossible, the chair may:

- adjourn the meeting for as long as the chair thinks necessary, or
- call for any part of the meeting room open to the public to be cleared if the disturbance is in that part.

13.2 If a member of the public interrupts proceedings, the chair shall warn the person concerned. If they continue to interrupt, the chair may order them to be removed from the meeting room.

## **14 Voting**

14.1 The LEP Board shall operate on a consensus model, wherever possible. Where a consensus is not achieved, a matter shall be carried by a majority of votes of the members of the LEP Board present and voting.

14.2 Subject to 14.3 each member of the LEP Board has one vote<sup>17</sup>.

14.3 The chair has a casting vote in the event of a tie.

## **15 Attending and speaking at a LEP Board meeting**

15.1 The Combined Authority's Section 73 Officer and Monitoring Officer (or their nominees) have the right to attend and speak at any meeting of the LEP Board<sup>18</sup>.

15.2 The chair may invite any local authority officer to attend and speak at a LEP Board meeting to provide professional support and advice.

15.3 The chair may also invite a representative of any other organisation to attend and speak at any LEP Board meeting, in relation to any report relevant to that organisation<sup>19</sup>.

## **16 Minutes**

16.1 Minutes of a meeting of the LEP Board will record:

- the names of all members of the LEP Board (or their substitute) present at the meeting,
- any declarations of interests made at the meeting, and any action

---

<sup>17</sup> The LEP Board Members' Code of Conduct sets out the circumstances in which a member of the LEP Board must exclude themselves from taking part in the discussion or voting.

<sup>18</sup> These officers are also invited to attend any agenda setting meetings. These officers are not members of the LEP Board and are not entitled to vote.

<sup>19</sup> There is an open invitation for any Cities and Local Growth Area Lead to attend in the capacity of an observer, to ensure that Government is sighted on LEP processes and progress and is kept up to date with LEP decisions.

- taken<sup>20</sup>, and
- any decision or recommendation made by the LEP Board.
- 16.2 The Combined Authority's Head of Legal and Governance Services shall publish the draft minutes of a LEP meeting within 10 clear working days of the meeting taking place.
- 16.3 The Combined Authority's Head of Legal and Governance Services shall publish minutes of a LEP Board meeting on the Combined Authority website, within 10 clear working days of the meeting at which they are approved.

---

<sup>20</sup> For example, that the member of the LEP Board did not participate in the decision or left the room.

This page is intentionally left blank

## Leeds City Region Enterprise Partnership (LEP)

### Access to Information Annex

**Rights to attend meetings, inspect documents and record proceedings.**

#### Part 1: Rights of the public

References to meetings of the LEP Board in this Annex do not extend to meetings of any advisory group or working group appointed by the LEP Board.

West Yorkshire Combined Authority is the accountable body for the LEP, and as such ensures that the rights of the public to access information as set out in this Annex are observed.

#### 1. Public access to meetings

Any meeting of the LEP Board shall be open to the public except where the public is excluded (during the whole or part of the proceedings) in accordance with the following:

##### A Confidential information

The public **must** be excluded from meetings whenever it is likely in view of the nature of the business to be transacted or the nature of the proceedings that the following confidential information would be disclosed:

- information given to the LEP Board or the Combined Authority by a Government department on terms which forbid its public disclosure, or
- information the public disclosure of which is prohibited by or under an Act or Court Order.

The LEP Board **may** resolve to exclude the public from a meeting during an item whenever it is likely in view of the nature of the business or the nature of the proceedings that the following confidential information would be disclosed:

- information the public disclosure of which would, or would be likely to, inhibit the free and frank provision of advice, the free and frank exchange of views for the purposes of deliberation, and/or would be likely to otherwise prejudice the effective conduct of public affairs.

##### B Exempt information

The LEP Board **may** resolve to exclude the public from a meeting during an item whenever it is likely, in view of the nature of the business to be transacted or the nature of the proceedings, that exempt information would be disclosed to the public if the public were present during the item.

Exempt information means information falling within one of the following descriptions:

Description
Paragraph 1: Information relating to any <b>individual</b> .
Paragraph 2: Information which is likely to reveal the <b>identity of an individual</b> .
Paragraph 3: Information relating to the <b>financial or business affairs<sup>1</sup> of any particular person</b> (including the LEP, the Combined Authority or any other local authority), except information which must be registered under various statutes, such as the Companies Acts or the Charities Act 2011.  “Financial or business affairs” includes contemplated, as well as past or current, activities.
Paragraph 4: Information relating to any consultations or negotiations, or contemplated consultations or negotiations, in connection with any <b>labour relations matter<sup>2</sup></b> arising between the Combined Authority or a Minister of the Crown and employees of, or office-holders under the Combined Authority.
Paragraph 5: Information in respect of which a claim to legal professional privilege could be maintained in <b>legal proceedings</b> .
Paragraph 6: Information which reveals that the Combined Authority or any other Leeds City Region authority proposes:– (a) to give under any enactment a <b>notice</b> under or by virtue of which requirements are imposed on a person; or (b) to make an <b>order or direction</b> under any enactment.
Paragraph 7: Information relating to any action taken or to be taken in connection with the prevention, investigation or prosecution of <b>crime</b> .

Information falling within any of these descriptions may only be exempt if, and so long as, in all the circumstances of the case, the **public interest** in maintaining the exemption outweighs the public interest in disclosing the information.

A resolution to exclude the public from a meeting must:

- identify the proceedings, or the part of the proceedings, to which it applies;
- state the description of the exempt information giving rise to the exclusion of the public and;
- confirm (by referring to reasons in a relevant report or otherwise), that in all the circumstances of the case, the **public interest** in maintaining the exemption outweighs the public interest in disclosing the information.

<sup>1</sup> “Financial or business affairs” includes contemplated, as well as past or current, activities.

<sup>2</sup> Labour relations matter” as specified in paragraphs (a) to (g) of section 218(1) of the Trade Unions and Labour Relations (Consolidation) Act 1992, that is, any matter which may be the subject of a trade dispute within the meaning of that Act or any dispute about any such matter.

## C General Disturbance

LEP Board Procedure Rule 13 provides for the public to be excluded from a meeting where general disturbance arises.

### 2. Public access to agenda and reports

The Head of Legal and Governance Services shall make the following open to public inspection, at the Combined Authority's offices<sup>3</sup>, in accordance with the LEP Board Procedure Rules:

- copies of the **agenda** for a meeting of the LEP Board, and
- copies of any **report** for the meeting open to the public.

### 3. Public access to copies at the meeting

The Head of Legal and Governance Services will make available for the use of members of the public present at a meeting a reasonable number of copies of:

- the **agenda**, and
- those **reports** open to the public.

### 4. Public access to documents after a meeting

The Head of Legal and Governance Services will make available for inspection copies of the following for six years after a meeting:

- the **minutes** of the meeting (excluding any part of the minutes when the meeting was not open to the public or which disclose exempt or confidential information),
- a **written summary** of any proceedings not open to the public where the minutes open to inspection would not provide a reasonably fair and coherent record,
- the **agenda** for the meeting, and
- **reports** relating to items when the meeting was open to the public.

### 5. Recording meetings<sup>4</sup>

The Head of Legal and Governance Services will provide so far as practicable, reasonable facilities to any person attending a meeting for the purpose of reporting on the meeting.

A person attending a meeting for the purpose of reporting on it may use any communication method, including the internet, to publish, post or otherwise share the results of the person's reporting activities.

Publication and dissemination may take place at the time of the meeting or occur

---

<sup>3</sup> These are available on request during usual office hours.

<sup>4</sup> See further Procedure Rule 12. Recording in this context means:

- filming, photographing and making an audio recording of proceedings,
- using any other means for enabling people not present to see or hear proceedings at a meeting as it takes place or later, or
- reporting or providing commentary on proceedings at a meeting, orally or in writing so that the report or commentary is available as the meeting takes place or later to persons not present.

after the meeting.

Any person reporting on a meeting is expected to comply with the attached Code of Practice.

The chair of the meeting may restrict the recording of any meeting where an external participant in the meeting objects to being recorded and the public interest in upholding their objection outweighs the public interest in allowing the recording to continue.

## **8. Written record of any urgent decision of the Chair of the LEP**

The written report and written record of any decision taken by the Chair of the LEP shall be reported to the next meeting of the LEP Board.

## **Part 2: Press access to meetings**

The Head of Legal and Governance Services shall supply on request<sup>5</sup> for any newspaper:

- a copy of the **agenda** and those **reports** open to the public,
- any **further statements** necessary to indicate the nature of the items on the agenda, and
- if the Head of Legal and Governance Services thinks fit, copies of **any other documents supplied to members of the LEP Board** in connection with the item.

Procedure Rule 12 and rights relating to recording proceedings set out above apply to members of the press, in the same way as they apply to the public.

## **Part 3: Freedom of Information (FOI) and Environmental Information (EI) Regulations 2004 requests, and the Local Government Transparency Code**

The FOI Act 2000 and EI Regulations 2004 apply to the LEP and to the Combined Authority. The Combined Authority publishes information under a Publication Scheme<sup>6</sup>, and additional information is also available published on the LEP web-site.

The public has a general right of access to information held by the LEP Board and the Combined Authority, but this is subject to exemptions<sup>7</sup>.

As the accountable body for the LEP, the Combined Authority deals with any FOI and EI requests addressed to the LEP.

A FOI request must:

---

<sup>5</sup> and on payment of postage or other necessary charges

<sup>6</sup> This can be found under the 'Freedom of Information' section of the Combined Authority's website

<sup>7</sup> the Monitoring Officer or in their absence the Head of Paid Service is authorised by the Secretary of State to assume the role of "qualified person" for the purposes of S36 FOIA (letter dated 4 May 2016).



- be in writing<sup>8</sup>,
- state the name of the applicant,
- state an address for correspondence, and
- describe the information requested.

The Combined Authority publishes information as required by the Local Government Transparency Code 2015 which includes but is not limited to the following:

- spending and expenditure including grants,
- procurement information including contracts,
- an organisation chart detailing senior management personnel, and
- land and assets<sup>9</sup>.

## **Part 4: Members' access**

### **1. General**

The Combined Authority's Access to Information **Rules** sets out the rights of any member of the Combined Authority to inspect the Combined Authority documents. These rights extend to documents held by the Combined Authority in its capacity as accountable body for the LEP.

### **2. Additional rights of access to documents for members of the Combined Authority's Overview and Scrutiny Committee**

Subject to the exceptions outlined below, a member of **an overview and scrutiny committee or sub-committee of the Combined Authority** is entitled to a copy of any document which is in the possession or under the control of the Combined Authority and contains material relating to any business that has been transacted at a meeting of the LEP Board. The member must make any request for such a document in writing to the Head of Legal and Governance Services, who shall consider any such request on behalf of the LEP.

The document must be provided as soon as reasonably practicable and in any case no later than 10 clear days after the Head of Legal and Governance Services receives the request.

No member of **an overview and scrutiny committee or sub-committee** is entitled to a copy of any such document or part of a document which contains exempt or confidential information, unless that information is relevant to:

- an action or decision that the member is reviewing or scrutinising, or
- any review contained in any programme of work of the **committee or sub-committee**.

Where the Head of Legal and Governance Services determines that a member is not entitled to a copy of a document or part of any such document, they must provide the

<sup>8</sup> A request will be treated as made in writing where the text is transmitted by electronic means (e-mail), is received in legible form, and is capable of being used for subsequent reference.

<sup>9</sup> This can be found under the Freedom of Information section of the Combined Authority's website

overview and scrutiny committee or sub-committee with a written statement setting out the reasons for that decision.

## **Part 5: LEP Board Membership**

The name of all current members of the LEP Board will be published on the Combined Authority web-site.

## Leeds City Region Enterprise Partnership (LEP)

### Code of Practice for recording meetings of the LEP Board

#### 1. Recording by the public

The right to record meetings are set out in the LEP Board's Procedure Rule 12, and the Access to Information Annex to the Procedure Rules. This Code of Practice supplements those provisions.

The right to record extends only to formal meetings of the LEP Board in so far as they are open to the public.

Recording in this context includes filming, photographing and making an audio recording. No recordings should be made or published in breach of this Code of Practice.

The agenda for each meeting will state that that the meeting may be recorded. We will also display signs in the meeting room stating that the meeting may be recorded.

Please inform the chair of the meeting **before** the meeting starts, **if you do not want** to be recorded. The chair will inform any person recording the meeting that you do not wish to be recorded.

If you record a meeting, you must comply with the following:

##### **Before the meeting**

Before the meeting starts, please inform the chair (or clerk) of the meeting that you want to record the meeting.

To minimise disruption, and ensure a safe environment, you must also ask the chair's **permission** before the meeting if you wish to:

- use **large equipment** (that is, **larger** than a smart phone, tablet or compact camera),
- **move** around the room or film from different angles, or
- use **lighting** for filming/**flash** photography.

##### **Making your recording**

You should record **overtly** (that is, in a way which is clearly visible to others at the meeting).

You must record from the **public seating area** and from **one fixed position**, (unless you have the chair's permission to do otherwise).

Do not block other people's view of proceedings with your recording device. Please put your recording device on **silent mode**.

Please **focus** on members of the LEP Board and persons advising the LEP Board, or any other people invited to address the meeting, who have not objected to being filmed.

Do not record any member of the public who has asked not to be recorded.

Do not record any child or young person under the age of 18 who is present unless their parents/guardians have given you written consent.

### **Stopping recording**

You must stop recording if the chair instructs you to do so<sup>1</sup>.

### **Publishing recordings**

You must comply with all relevant laws when recording reporting and publishing, including those relating to libel and defamation.

Neither the LEP nor the West Yorkshire Combined Authority as the accountable body for the LEP will be liable for recordings or reports made or published by you or any other person.

When you publish a recording, please publish an **explanatory statement** identifying:

- **when and where** the recording was made,
- the **context** of the discussion, and
- the **main speakers** and their **role or title**.

Do not edit the recording in a way that could:

- lead anyone to misinterpret the proceedings or comments recorded,
- misrepresent anyone in the recording, or
- show a lack of respect for anyone in the recording.

Recordings may start and end at any point of a meeting, but you should publish the material between those points without editing it, or alternatively make it clear when breaks in recordings occur.

## **2. LEP and Combined Authority Recording of Meetings**

Details of recording and webcasting activities carried out by the LEP and Combined Authority will be made available on meeting agendas and notices displayed at each meeting. Data collected as part of recording activities carried out by the LEP and

---

<sup>1</sup> The circumstances in which the Chair may do this are set out in Procedure Rule 12.

Combined Authority will be processed in accordance with our privacy notice, a copy of which can be found on the website<sup>2</sup>.

The LEP's Access to Information Annex applies to the recording and webcasting of meetings.

---

2

<https://westyorkshire.moderngov.co.uk/documents/s7946/Privacy%20Notice%20for%20meetings%20of%20the%20Combined%20Authority.pdf>

This page is intentionally left blank

## Leeds City Region Enterprise Partnership (LEP)

### Protocol for remote meetings of the LEP Board

#### 1. Pre-amble

In exceptional circumstances and at the discretion of the Chair, meetings of the Leeds City Region Enterprise Partnership (LEP) may be held remotely; that is, without any or all Members physically present in a room.

This Protocol sets out how remote meetings of the LEP Board are to be conducted.

#### 2. Timescales

In consultation with the Chair of the LEP, the LEP Chief Executive will determine which meetings shall be held remotely.

#### 3. Definitions

In this Protocol:

“Meeting” means any meeting of the **LEP Board**

“Member” means a member of the **LEP Board**

“Procedure Rules” means all or any of the following adopted by the LEP Board, as the context requires:

- Procedural Rules,
- Access to Information Annex,
- Code of Practice for Recording Meetings, and
- Members’ Code of Conduct

“Remote Access” means by electronic means, including by telephone conference, video conference, live webcasts, and live interactive streaming.

“Remote Attendance” means attending a meeting by Remote Access and complying with the requirements set out in paragraph 6 of the Protocol about being heard and seen by other attendees.

#### 4. Interpretation of Procedure Rules

Procedure Rules continue to apply, interpreted in accordance with this Protocol. If any Procedure Rule conflicts with the Protocol, the Procedure Rule shall be interpreted by the Chair of the LEP or the Head of Legal or Governance Services in accordance with Procedure Rule 2.

## 5. Place of meetings

Any reference in Procedure Rules to “**a meeting**” is not limited to a meeting of Members all of whom, or any of whom, are present in the same place.

In Procedure Rule 4 (and in any other Procedure Rule where the context so requires), any reference to a “**place**” where a meeting is held, or to be held, includes reference to more than one place including electronic digital or virtual locations such as internet locations, web addresses or conference call telephone numbers.

## 6. Attendance at meeting

In Procedure Rule 10 (quorum) (and in any other Procedure Rule where the context so requires) any reference to being “**present**” at a meeting includes being present through Remote Access, subject to a Member being in Remote Attendance. This means the Member must be able to:

- (a) **hear and be heard by all other Members** in attendance (and where practicable see them and be seen by them), and
- (b) **hear and be heard by any officer of the Combined Authority** in Remote Attendance who is **entitled to attend and speak** at the meeting (and where practicable see and be seen by them), and
- (c) **hear and be heard and seen by any other person** in Remote Attendance **invited** by the Chair to attend and speak at the meeting (and where practicable see and be seen by them), and
- (d) **be heard by any member of the public** attending the meeting (and where practicable seen by them).

For transparency, a Member in Remote Attendance should **try where practicable to connect on camera**, as well as audio. This will also help the meeting run smoothly.

Before the meeting starts, Governance Services will provide the Chair with a list of Members expected to be in Remote Attendance. At the beginning of the meeting, the Chair will ask any Member in Remote Attendance who is not able to be seen by attendees to **confirm their attendance verbally**, as a way of confirming their identity.

### Leaving and joining the meeting

Members should **join the meeting promptly** to avoid interruption and should **attend the whole meeting** wherever possible.

Members (including those who may be seen) should **inform the Chair** and the Governance Services Officer as soon as practicable if they

- **join the meeting part-way through,**



- **leave the meeting** before it is finished, **or**
- later **re-join** the meeting.

This will help the record of attendance to be accurate and ensure quorum has been met; the minutes will record these declarations.

## 7. Public access to meetings

Any reference in a Procedure Rule (however expressed) to a meeting being “**open to the public**” includes access through Remote Access.

A meeting shall not be taken as open to the public unless full details about how the public may access the meeting through Remote Access are published on the LEP’s web-site, at least 5 clear days in advance of the meeting where reasonably practicable.

## 8. Voting

The Chair should ask Members to collectively affirm any recommendation verbally. A Member in Remote Attendance must **inform the Chair if they do not wish to affirm the resolution**, at which point the Chair may ask for a show of hands, subject to the Chair asking any Member in Remote Attendance who cannot be seen to confirm verbally how they are voting. Any individual vote in these circumstances will not be formally recorded in the minutes.

## 9. Documents

Any reference in a Procedure Rule (however expressed) to a document being “**open to inspection**” includes being published on the LEP’s website.

Any reference in a Procedure Rule (however expressed) to “**the publication, posting or making available of a document at offices of the Combined Authority**” includes publication on the LEP’s website.

## 10. Officers

An Officer may present a report (or otherwise contribute) to a meeting where this is provided for in the Procedure Rules or normal practice, but only where they have Remote Access to the meeting which enables them to be heard by attendees.

A Governance Services Officer must be present at the meeting and must be in the room if a meeting is held in a physical room, even where any Member is in Remote Attendance.

## 11. Other attendees

Any other person may attend and contribute to a meeting (in accordance with Procedure Rules or otherwise invited to do so by the Chair), provided that they have Remote Access to the meeting which enables them to be heard by attendees.

## 12. Conduct of the meeting

The Chair should be proactive and verbally note the order of speaking at the beginning of discussion on an item.

Members in Remote Attendance who can be seen by other attendees and wish to speak on an item, should **raise their hand**. The Chair should check with any Member in Remote Attendance who can't be seen whether they wish to speak on each item. Members who cannot be seen may use a 'prompt' function to request time to speak or do so verbally if connected by telephone only.

Members should

- only **speak when invited to** by the Chair,
- **state their name** before making a comment if not visible via video,
- **not speak over each other**,
- keep their **microphones on mute** if they are not speaking,
- **state the relevant page or slide number** when referring to a particular document

## 13. Exempt and confidential items

The **usual requirements** in relation to these continue to apply.

These items should be considered at the **end of a meeting** to facilitate prohibiting the public's access during these items.

The Governance Services Officer is responsible for ensuring that the public do not have access to the meeting during these items.

The Chair must not allow the meeting to discuss any exempt or confidential item until the Governance Services Officer has verbally confirmed that the public does not have access to the meeting.

A Member in Remote Attendance must not breach their **duty of confidentiality** to the LEP by allowing any unauthorised person to be present in the same room as them when the meeting discusses an exempt or confidential item.

## 14. Technical difficulties

If the Chair is made aware that the public's Remote Access to the meeting is lost or interrupted, the Chair should adjourn the meeting during any item which is open to the public.

The Chair should also adjourn the meeting if the Governance Services Officer loses their connection.

The Chair may briefly adjourn a meeting if made aware that a Member in Remote Attendance has lost their connection to the meeting.

If a significant number of Members in Remote Attendance lose their connection at the same time, the Chair may adjourn the meeting to another date or time, even where the meeting is still quorate.

During any period when a Member has lost their connection, they are not deemed to be present at the meeting. If this happens, a Member should consider whether their absence during the item is such that it is inappropriate for them to take part in the vote.

The Chair may also defer an item if any other person who was expected to participate or contribute in relation to that item loses their connection.

## **15. Conflicts of interest**

Members must **comply with the Members' Code of Conduct**, including making declarations of interest at a meeting. Any declarations made will be recorded in the minutes of the meeting.

A Member in Remote Attendance with an interest in an item who wishes to leave the meeting should first **declare their interest verbally** to the Chair **before leaving**. The Governance Services Officer attending the meeting will tell the Member when they may re-join (that is, when the item has been concluded).

This page is intentionally left blank

## Leeds City Region Enterprise Partnership (LEP)

### Confidential complaints procedure

#### Introduction

1. The LEP is committed to creating a work environment with the highest possible standards of openness, probity and accountability. In view of this commitment we encourage any person with serious concerns about any aspect of the LEP's work to come forward and voice those concerns without fear of reprisal. All complaints or allegations will be considered under the appropriate procedure<sup>1</sup>.
2. Concerns from a member of the public or a third party<sup>2</sup> may be reported through:
  - the [Combined Authority's whistleblowing policy](#)<sup>3</sup>;
  - West Yorkshire Combined Authority's [complaints policy](#)<sup>4</sup> ;
  - the procedure for considering complaints alleging a failure to comply with the [LEP Board Members' Code of Conduct](#); or
  - this confidential complaints procedure.

#### Confidential Complaints Procedure

3. The LEP is aware that the LEP's ordinary complaints procedure may not be suitable if someone wants the complaint to remain confidential. If you are a member of the public or a third party and you want to make a confidential complaint, you should raise it under this procedure.

Please contact:

- a) Caroline Allen, Head of Legal and Governance Services and Monitoring Officer:
  - by e-mail to [Caroline.Allen@westyorks-ca.gov.uk](mailto:Caroline.Allen@westyorks-ca.gov.uk) or
  - in writing to Caroline Allen, Head of Legal and Governance Services, West Yorkshire Combined Authority, Wellington House, 40-50 Wellington Street , Leeds, LS1 2DE, or
- b) Ben Still, LEP Chief Executive Officer:

<sup>1</sup> The Head of Legal and Governance Services shall determine the appropriate procedure for any concern, complaint or allegation received.

<sup>2</sup> Officers or other persons working closely with the LEP may use the [Combined Authority's](#) whistleblowing policy to raise their concerns, or (officers only) the relevant grievance procedure.

<sup>3</sup> The whistleblowing policy may be followed where an individual has concerns about a danger, risk, and contravention of rules or illegality and provides useful information to address this. In doing so they are acting in the wider public interest, usually because it threatens others or impacts on public funds. The whistleblowing policy does not extend to any grievance or private complaint which is a dispute about the individual's own position and which has no or very limited public interest.

<sup>4</sup> The Combined Authority is the accountable body for the LEP which is also covered by the complaints policy.

- by e-mail to [Ben.Still@westyorks-ca.gov.uk](mailto:Ben.Still@westyorks-ca.gov.uk), or
- in writing to Ben Still, LEP Chief Executive Officer, West Yorkshire combined Authority, Wellington House, 40-50 Wellington Street, LS1 2DE Leeds

Please **state clearly that you want the complaint to remain confidential**, and for it to be dealt with under this procedure.

Your complaint must set out:

- a) the **substance** of the complaint, including the background and reason behind it; where, when and how it arose and who was involved. You should provide any information or evidence that may be relevant to the complaint, including names, dates or documentation in this correspondence.
- b) whether you have already raised the issue with anyone previously (for example, a member of the LEP Board or an officer), and any response received, and
- c) how you suggest the complaint could be **resolved**.

### **Confidentiality**

4. Any complaint received under this procedure will be treated in confidence, and every effort will be made to protect your identity if you wish to remain anonymous, by restricting disclosure to a “need to know” basis. However, in some circumstances (for example, where a criminal offence may have been committed) it may become necessary to reveal your identity. We will advise you if this becomes necessary, before proceeding.
5. The Ministry of Housing, Communities and Local Government may request information arising from this process, if they have concerns regarding the LEP or have been approached with similar complaints. The expectation is that this information will be provided on an anonymous basis, but it may be necessary to provide your personal details to progress a complaint.
6. Where details are gathered, the LEP will put in place appropriate data protection arrangements in line with data protection legislation. A copy of our privacy policy can be found on the LEP website: [LEP - Privacy and cookie policy](#).

### **Action taken by the LEP**

7. The Head of Legal and Governance Services or the LEP Chief Executive will nominate a designated complaints officer to investigate your complaint. The designated complaints officer should:
  - contact you within ten clear working days to acknowledge the complaint and discuss the appropriate course of action.
  - write to you within 28 clear working days with findings of the investigation. If

the investigation has not concluded within 28 clear working days, the officer will write to you to give reasons for the delay in resolving the complaint.

- take any necessary steps to rectify the issue.

If you are unhappy with the outcome of the complaint or the complaint involves those responsible for the complaints procedure, you should refer the complaint to the Director of Corporate Services of the West Yorkshire Combined Authority. The Combined Authority is the accountable body for the LEP and has a duty to ensure that the LEP has followed this complaints procedure correctly.

### **Anonymous complaints**

8. The LEP takes all complaints and concerns raised by members of the public and third parties seriously. The Head of Legal and Governance Services will determine whether an anonymous complaint should be investigated, taking into account:

- the seriousness of the issue raised;
- the credibility of the concern; and
- the likelihood of confirming the allegation from attributable sources.

However, the best way to raise a complaint is to do so openly, as this makes it easier to investigate, reach a firm conclusion and provide feedback. Also, investigating an anonymous complaint may reveal the source of information in any event.

### **Referring your complaint to the Ministry of Housing, Communities and Local Government**

9. If you are either unable or unwilling to raise the matter directly with the LEP or you are dissatisfied with the action taken under this procedure you can refer your complaint to the Cities and Local Growth Unit in the Ministry of Housing, Communities and Local Government and the Department for Business, Energy and Industrial Strategy:

- by e-mail to:  
localgrowthassurance@communities.gov.uk [@communities.gsi.gov.uk](mailto:localgrowthassurance@communities.gsi.gov.uk) or
- in writing to LEP Compliance Deputy Director, Cities and Local Growth Unit, Fry Block, 2 Marsham Street, London, SW1P 4DF.

Please clearly mark your email or letter as “Official – Complaints”.

10. If you would like help making a complaint you can contact your local councilor or MP. You can also get help from a specialist advice agency or organization which represents people, such as a Citizen’s Advice Bureau.

11. The Monitoring Officer will report annually to:

- the LEP Board and

- the Combined Authority's Governance and Audit Committee

about any complaint received under this procedure during the previous financial year, and the outcome of any such complaint. All reporting will be anonymised as appropriate and identify common themes and numbers of complaints year on year. The report will highlight any actions taken to improve procedures, systems and policies.



## **Leeds City Region Enterprise Partnership (LEP) & West Yorkshire Combined Authority (Combined Authority)**

### **Recruitment and Appointment Procedure for Private Sector Representatives**

#### **1. Introduction**

- 1.1 The LEP's Constitution provides for the LEP to appoint private sector representatives to the LEP. The Combined Authority also co-opts private sector representatives to its committees<sup>1</sup>. The Combined Authority may also appoint such representatives to any working group.
- 1.2 This procedure sets out the process to be followed in relation to the recruitment of any private sector representative<sup>2</sup> to:
  - the LEP (including the LEP Chair) or
  - any committee or working group of the West Yorkshire Combined Authority.
- 1.3 The purpose of this procedure is to ensure that the recruitment for private sector representatives is carried out in a way which secures:
  - selection on the basis of merit based on aptitude and ability,
  - consistency, fairness and openness in line with the Nolan principles,
  - appropriate succession planning, and
  - effective recruitment of people who can bring new ideas and approaches.
- 1.4 The terms of office for any private sector representative on the LEP including the Chair, will be in accordance with the LEP Constitution. The terms of office for any private sector representative on a committee or working group will be approved by the Combined Authority on appointment.

#### **2. Diversity**

- 2.1 It is recognised that the composition of representatives on the LEP and the Combined Authority is important as a breadth of interests must be taken into consideration to ensure that growth strategies are relevant, representative and widely supported across the Leeds City Region. The aim of each recruitment exercise is to promote and achieve private sector representation that reflects the diversity, industry and geography of the region.

---

<sup>1</sup> Including those known as panels.

<sup>2</sup> This is subject to exceptional circumstances where the LEP or the LEP Chair (subject to the confirmation of the Monitoring Officer) confirms that there are compelling reasons for not doing so.

- 2.2 The LEP's Equality and Diversity Policy (including Diversity Statement) sets out how the LEP is committed to promoting diversity and equality of opportunity including in relation to the representatives on the LEP. All recruitment exercises will be carried out in accordance with the LEP's Equality and Diversity Policy.

### **3. Eligibility**

- 3.1 A private sector representative should:

- live or work within the Leeds City Region, and
- be (or have been) employed by an organisation **not** included as central government, local government or a public corporate as defined for the UK National Accounts.<sup>3</sup>

- 3.2 No person may act as a private sector representative if:

- they are the subject of a bankruptcy restrictions order, an interim bankruptcy restrictions order, a debt relief restrictions order or interim debt relief restrictions order under Schedule 4ZB of the Insolvency Act 1986, or
- during the five years prior to the date of appointment, they have been convicted of any offence and been sentenced to imprisonment (whether suspended or not) for a period of not less than three months without the option of a fine, or
- they have an incapacity imposed under Part III of the Representation of the People Act 1983 having been convicted of a corrupt or illegal practice, or
- they are an officer or servant of the Combined Authority or a Combined Authority subsidiary (within the meaning of the Transport Act 1962),
- they are currently employed in the public sector (that is, by an organisation included as central government, local government or a public corporate as defined for the UK National Accounts).

### **4. Recruitment Exercises - private sector representatives other than the LEP Chair**

- 4.1 A full media backed recruitment campaign may take place as appropriate in respect of private sector representation on the LEP and on any **committee** (or

---

<sup>3</sup> Higher Education or Further Education Institutions are not classified as public sector organisations for this purpose. Public Sector Classifications can be viewed on the Office for National Statistics web-site [here](#)

working group) of the Combined Authority, as part of the LEP's succession planning arrangements.

- 4.2 A role profile for private sector representatives may be approved by the LEP Chief Executive<sup>4</sup> in consultation with the LEP Chair before the start of each recruitment campaign.
- 4.3 This opportunity will be advertised openly on a variety of platforms, to ensure that people across the business community have an opportunity to apply. This may include local and regional press as well as via the Combined Authority/LEP digital channels and both existing and potential new networks, including consideration of appropriate channels for specific equality and diversity objectives. Senior business leaders, stakeholders and Chief Executives across the Leeds City Region may also be encouraged to share this opportunity with their extensive networks to ensure every effort is made to capture networks, contacts and organisations as broad reaching as possible to actively encourage individuals from under-represented groups to apply.
- 4.4 The Combined Authority's officers will compose an appropriate advertisement and agree a suitable deadline for applications.
- 4.5 Applications may be received online via the "Board Recruitment" email inbox which will be monitored and maintained by the Private Sector Relationship Manager.
- 4.6 Following the advertised deadline, applications will be reviewed to ensure that candidates are eligible for the position and assess suitability against the role profile.
- 4.7 The LEP Chair and LEP's Chief Executive will agree a short-list of candidates, who may then be invited to meet with an interview panel. The interview panel for private sector representatives may consist of:
  - the LEP Chair,
  - a private sector representative, and
  - a local authority representative.
- 4.8 Appropriate Combined Authority officers may attend the interview, to advise only.
- 4.9 Before the interview, each shortlisted candidate may be asked to provide contact details for two referees.

---

<sup>4</sup> The LEP Chief Executive is also the Combined Authority's Managing Director

- 4.10 Each candidate will be assessed by the interview panel on merit, based on aptitude and ability assessed against the role profile for the position, taking into account their application, interview and references.
- 4.11 In respect of private sector representatives on the LEP, the LEP Chief Executive will report the recommendations of any interview panel to the LEP, which will make any appointment. Successful candidates to the LEP may be notified by the LEP Chair.
- 4.12 With the LEP Chair's consent, any other appropriate member of the LEP may interview potential candidates. The appropriate committee lead officer may attend in support.
- 4.13 In respect of private sector representatives on any committee, the LEP's Chief Executive will report the recommendations of any interview panel to the LEP for consideration and recommendation to the Combined Authority, which will make any appointment.

## **5. Private Sector Reserve**

- 5.1 Where the number of suitable candidates exceeds the number of vacancies, any suitable candidate who is not appointed to a vacancy may be given the opportunity to join a Private Sector Reserve which may remain in place until the next recruitment campaign<sup>5</sup>, as part of the LEP's succession planning arrangements.
- 5.2 Should a vacancy arise for a private sector representative at any time between each full campaign<sup>6</sup>, then the Private Sector Relationship Manager may invite an EOI from the individuals in the Private Sector Reserve to fill this vacancy.
- 5.3 The Private Sector Relationship Manager may also invite an EOI from all existing private sector representatives in relation to any vacancy, in case they wish to be considered for that vacancy.
- 5.4 Where any EOI is received:
- In respect of vacancies for private sector representatives on the LEP, the LEP Chair will consider any EOIs and may meet with any candidates to assess their suitability for the particular position.

---

<sup>5</sup> Their original application and any other details held for them will be held until the next recruitment campaign.

<sup>6</sup> Including any vacancy which arises due to any changes in committee or working group arrangements

- In respect of vacancies for private sector representatives on a committee, the LEP Chair or any other appropriate member of the LEP with the consent of the LEP Chair will consider any Eols and may meet with any candidates to assess their suitability for the particular position.
- 5.5 If no Eols are submitted, new applicants may be sought via a recruitment campaign with the vacancy being advertised on the LEP and Combined Authority web-sites, and any another appropriate website and social media. The vacancy may be advertised for a minimum of 14 days, and the process set out in paragraphs 4.4 – 4.9 above followed.
- 5.6 In respect of private sector representatives on the LEP, the LEP's Chief Executive will report recommendations to the LEP, which will make any appointment.
- 5.7 In respect of private sector representatives on any committee, the LEP's Chief Executive will report any recommendations to the LEP for consideration and recommendation to the Combined Authority, which will make any appointment.
- 6. LEP & Panel Composition & Conditions**
- 6.1 Each private sector representative is appointed with the expectation that they remain in the same or similar role and industry for the duration of their term of office. They must advise the Private Sector Relationship Manager of any changes in their employment, within seven days.
- 6.2 The LEP Chair and other member of the LEP Board at the LEP Chair's invitation may periodically meet with private sector representatives, and any proposed changes in employment/sector focus should be discussed at that time.
- 6.3 Subject to approval by the Combined Authority and the LEP Board, a private sector representative may be appointed to more than one committee, or appointed to a different committee, should their sector focus change or their knowledge or experience be better utilised elsewhere.
- 6.4 A private sector representative must also advise the Private Sector Relationship Manager as soon as reasonably practicable if they are no longer eligible to act as a private sector representative, for example, if they become employed in the public sector. See section 3, Eligibility.
- 7. Recruitment and appointment of the LEP Chair**

- 7.1 The LEP's Constitution provides for the Chair to be a private sector representative.
- 7.2 Where a vacancy arises (or is due to arise) in the position of LEP Chair, the role profile for the position may be reviewed and approved by the LEP's Chief Executive before the start of each recruitment campaign, further to engagement with the business community through the LEP's Business Communications Group.
- 7.3 Officers will compose an appropriate advertisement and agree a suitable deadline for applications, further to engagement with the business community, through the LEP's Business Communications Group.
- 7.4 This opportunity will be advertised openly on a variety of platforms, to ensure that people across the business community have an opportunity to apply. This may include local and regional press as well as via the Combined Authority/LEP digital channels and both existing and potential new networks, including consideration of appropriate channels for specific equality and diversity objectives. Senior business leaders, stakeholders and Chief Executives across the Leeds City Region may be encouraged to also share this opportunity with their extensive networks to ensure every effort is made to capture networks, contacts and organisations as broad reaching as possible to actively encourage individuals from under-represented groups to apply.
- 7.5 In addition to the media backed recruitment campaign, extensive, wide reaching and transparent engagement with the business community via press, social media and the Business Communications Group may take place.
- 7.6 The vacancy may also be published on the Government's Centre for Public Appointments website.
- 7.7 Applications may be received online via the "Board Recruitment" email inbox which will be monitored and maintained by the Private Sector Relationship Manager.
- 7.8 Following the advertised deadline, applications will be reviewed to ensure that candidates are eligible for the position and assess suitability against the role profile.
- 7.9 The LEP's Chief Executive will agree a short-list of candidates, who will then be invited to meet with an interview panel. The interview panel will as a minimum include:
- a private sector representative who is not a member of the LEP, and
  - the Mayor or other local authority representative.

- 7.10 Appropriate Combined Authority officers will attend the interview, to advise only.
- 7.11 Before the interview, each shortlisted candidate may be asked to provide contact details for two referees.
- 7.12 Each candidate will be assessed by the interview panel on merit, based on aptitude and ability assessed against the role profile for the position, taking into account their application, interview and references.
- 7.13 The interview panel will make recommendations to the LEP with regard to the appointment of a LEP Chair.
- 7.14 The LEP Chair's term will be in accordance with the LEP Constitution.
- 7.15 The terms of their appointment will be set out in an appointment letter from the Combined Authority to the LEP Chair.

## **8. Appointment of the LEP Deputy Chair**

- 8.1 The LEP Constitution provides for the LEP Board to appoint a private sector LEP Deputy Chair.
- 8.2 The Private Sector Relationship Manager may invite an EoI from all Private Sector representatives on the LEP Board in relation to any vacancy arising.
- 8.3 The Deputy Chair may be appointed by the LEP Board from among the private sector representatives on the LEP Board.

## **9. Panel Chairs**

- 9.1 The LEP's Chief Executive may seek recommendations from the LEP relating to the appointment of any private sector representative as a **committee Chair or Deputy Chair** at any time. Any recommendations will be considered by the Combined Authority, which will **make any such appointment**.

## **10. Induction and Training**

- 10.1 Appropriate training and induction is provided to all representatives, including private sector representatives. Further training may also be provided throughout their term, including diversity training and briefings on new developments, as and when required and this will be kept under review in accordance with the Leeds City Region's Assurance Framework.

This page is intentionally left blank



## **Leeds City Region Enterprise Partnership (LEP)**

### **LEP Board Members' Code of Conduct**

This Code applies to you as a member of the Leeds City Region Enterprise Partnership's Board (the LEP Board)<sup>1</sup> in all aspects of public life.

The LEP Board expects you to follow this Code when:

- attending LEP Board meetings,
- representing the LEP on any external organisation, and
- otherwise acting in your capacity as a member of the LEP Board.

The Code does not apply to you in your purely private and personal life<sup>2</sup>.

#### **General principles of conduct**

1. As a member of the LEP Board, you should uphold the Seven Principles of Public Life, also known as the Nolan Principles - see further Annex 1.
2. In accordance with the public trust placed in me, on all occasions:
  - I act with integrity and honesty,
  - I act lawfully,
  - I treat all persons fairly and with respect, and
  - I lead by example and act in a way that secures public confidence in my role as a Member.
3. In undertaking my role:
  - I impartially exercise my responsibilities in the interests of the local community,
  - I do not improperly seek to confer an advantage or disadvantage on any person,
  - I avoid conflicts of interest,
  - I exercise reasonable care and diligence, and
  - I ensure that public resources are used prudently in accordance with the Combined Authority's requirements and in the public interest.

#### **Application of the Code of Conduct**

---

<sup>1</sup> Including all private sector or local authority representatives, and any substitute appointed for a local authority representative.

<sup>2</sup> Except in so far as paragraphs 12 and 13 of Annex 2, and paragraph 21 of the Code apply (relating to disclosing interests when applying for a loan or grant, or to provide contracted work or services, and in respect of canvassing for appointments to the Combined Authority).

4. This Code of Conduct applies to you as soon as you are appointed as a member of the LEP Board. It continues to apply to you until you cease to be a member of the LEP Board.
5. This Code of Conduct applies to you when you are acting in your capacity as a member of the LEP Board which may include when:
  - you misuse your position as a member of the LEP Board,
  - your actions would give the impression to a reasonable member of the public with knowledge of all the facts that you are acting as a member of the LEP Board.
6. The Code applies to all forms of communication and interaction, including:
  - at face-to-face meetings,
  - at online or telephone meetings,
  - in written communication,
  - in verbal communication,
  - in non-verbal communication,
  - in electronic and social media communication, posts, statements and comments.
7. You are also expected to uphold high standards of conduct and show leadership at all times when acting in your official capacity.
8. The Combined Authority's Monitoring Officer has statutory responsibility for the implementation of the Code of Conduct, and you are encouraged to seek advice from the Monitoring Officer on any matters that may relate to the Code of Conduct.

### **Standards of conduct**

9. This section sets out your obligations, which are the minimum standards of conduct required of you. Should your conduct fall short of these standards, a complaint may be made against you, which may result in action being taken.
10. Guidance is included (in the footnotes) to help explain the reasons for the obligations and how they should be followed.

### *Respect*

11. As a member of the LEP Board:

- I treat other members of the LEP Board and members of the public with respect.

- I do not do anything which may cause the LEP Board or the Combined Authority to breach any duty relating to equality, or contribute to any failure to comply with the LEP's diversity policy.

### *Bullying, harassment and discrimination*

#### 12. As a member of the LEP Board

- I do not bully or harass any person<sup>3</sup>;
- I do not intimidate or attempt to intimidate any person who is or is likely to be:
  - a complainant,
  - a witness, or
  - otherwise involved

in any investigation or proceedings in relation to an allegation that a member of the LEP Board has failed to comply with this Code;

### *Impartiality of officers*

#### 13. As a member of the LEP Board:

- I do not do anything which compromises or is likely to compromise the impartiality of those who work for, or on behalf of the LEP or the Combined Authority.

---

<sup>3</sup> Bullying may be characterised as: offensive, intimidating, malicious or insulting behaviour; or an abuse or misuse of power in a way that intends to undermine, humiliate, criticise unfairly or injure someone. "Harassment is defined in the Equality Act 2010 as "unwanted conduct related to a relevant protected characteristic, which has the purpose or effect of violating an individual's dignity or creating an intimidating, hostile, degrading, humiliating or offensive environment for that individual". A member should not be considered to be bullying or harassing simply by making persistent enquiries or requests for information, nor by saying something that the individual concerned simply dislikes or with which they strongly disagree. Examples of bullying include:

- spreading malicious rumours, or insulting someone by word or behaviour
- copying memos that are critical about someone to others who do not need to know
- ridiculing or demeaning someone – picking on them or setting them up to fail
- exclusion or victimisation
- unfair treatment
- overbearing supervision or other misuse of power or position
- unwelcome sexual advances – touching, standing too close, display of offensive materials, asking for sexual favours, making decisions on the basis of sexual advances being accepted or rejected
- making threats or comments about job security without foundation
- deliberately undermining a competent worker by overloading and constant criticism
- preventing individuals progressing by intentionally blocking promotion or training opportunities

### *Confidentiality and access to information*

14. As a member of the LEP Board:

- I do not disclose information:
  - a. disclose information given to you in confidence by anyone,
  - b. acquired by you which you believe, or ought reasonably to be aware, is of a confidential nature, unless:-
    - i. I have the consent of a person authorised to give it,
    - ii. I am required by law to do so, or
    - iii. the disclosure is made to a third party for the purpose of obtaining professional advice provided that the third party agrees not to disclose the information to any other person,
- I do not prevent another person from gaining access to information to which that person is entitled by law.

### *Disrepute*<sup>4</sup>

15. As a member of the LEP Board:

- I do not bring my role or the LEP into disrepute

### *Use of position*

16. As a member of the LEP Board:

- I do not use, or attempt to use, my position improperly to the advantage or disadvantage of myself or anyone else.<sup>5</sup>

### *Use of Combined Authority resources and facilities*<sup>6</sup>

---

<sup>4</sup> As a member of the LEP Board, you are trusted to make decisions on behalf of your community and your actions and behaviour are subject to greater scrutiny than that of ordinary members of the public. You should be aware that your actions might have an adverse impact on you, other members of, and/or the LEP and may lower the public's confidence in your or the LEP's ability to discharge your/its functions. For example, behaviour that is considered dishonest and/or deceitful can bring the LEP into disrepute.

You are able to hold the LEP and fellow members of the LEP Board to account and are able to constructively challenge and express concern about decisions and processes undertaken by the LEP whilst continuing to adhere to other aspects of this Code of Conduct

<sup>5</sup> Your position as a member of the LEP Board provides you with certain opportunities, responsibilities, and privileges, and you make choices all the time that will impact others. However, you should not take advantage of these opportunities to further your own or others' private interests or to disadvantage anyone unfairly

<sup>6</sup> You may be provided with resources and facilities by the LEP to assist you in carrying out your duties. Examples include office support, stationery, equipment such as phones and computers, transport, access and use of buildings and rooms. These are given to you to help you carry out your

17. As a member of the LEP Board:

- I will when using the resources of the LEP, or authorising their use by others, ensure that such resources are not used improperly for political or personal purposes (including party political purposes.)

### *Complying with the Code of Conduct<sup>7</sup>*

18. As a member of the LEP Board:

- I undertake Code of Conduct training provided by the LEP Board,
- I cooperate with any Code of Conduct investigation and/or determination,
- I do not intimidate or attempt to intimidate any person who is likely to be involved with the administration of any investigation or proceedings.
- I comply with any sanction imposed on me following a finding that I have breached the Code of Conduct.
- I have regard to any relevant advice provided by the LEP's Chief Executive Officer<sup>8</sup>, and any Combined Authority officer, including:
  - the S73 Officer<sup>9</sup> and
  - the Monitoring Officer<sup>10</sup>.

### *Interests*

19. As a member of the LEP Board:

- I register and disclose my interests in accordance with Annex 2

### *Gifts and hospitality*

20. As a member of the LEP Board:

- I register any gifts and hospitality received in accordance with Section 6 of the schedule of pecuniary interests - see further Annex 2 and Annex 3.

---

role as a member of the LEP Board more effectively and are not to be used for business or personal gain. They should be used in accordance with the purpose for which they have been provided and the LEP's own policies regarding their use

<sup>7</sup> It is extremely important for you as a member of the LEP Board to demonstrate high standards, for you to have your actions open to scrutiny and for you not to undermine public trust in the LEP. All complaints alleging a failure to comply with this Code will be considered under the procedure agreed by the LEP Board from time to time.

<sup>8</sup> This is the Managing Director of the Combined Authority

<sup>9</sup> This is the statutory Chief Finance Officer appointed under Section 73 Local Government Act 1985. This role is carried out by the Combined Authority's Director of Corporate Services.

<sup>10</sup> This role is carried out by the Combined Authority's Head of Legal and Governance Services.

### *Canvassing for appointments to the Combined Authority*

21. As a member of the LEP Board:

- I do not solicit any person for any appointment under the control of the Combined Authority<sup>11</sup>.

---

<sup>11</sup> This does not preclude you in your personal capacity from giving a written testimonial of a candidate's ability, experience or character for the candidate to submit to the Combined Authority

## **ANNEX 1 – The Nolan Principles**

The principles are:

### **Selflessness**

You must act solely in the public interest and should never improperly confer an advantage or disadvantage on any person, organisation or group or any other third party, nor act to gain financial or other material benefits for yourself, your family, a friend or close associate.

### **Honesty and integrity**

A conflict of interest is a set of circumstances that creates a risk that an individual's ability to apply judgement or act in one role is, or could be, impaired or influenced by a secondary interest. The perception of competing interests, impaired judgement or undue influence can also be a conflict of interest.

You should not place yourself in situations where your honesty and integrity may be questioned, including any situation where a conflict of interest may arise, or be perceived as arising. You should not behave improperly and should avoid the appearance of such behaviour. You must not place yourself under a financial or other obligation to outside individuals or organisations that might be reasonably regarded to influence you in the performance of your official duties.

You must declare any private interests, both pecuniary and non-pecuniary, including membership of any Trade Union, political party or local authority that relates to your LEP duties. Furthermore, you must take steps to resolve any conflicts arising in a way that protects the public interest. This includes registering and declaring interests in accordance with this Code and as set out in the attached schedule.

However, you should also take all reasonable steps to avoid any potential conflict of interest, or the perception of such conflict, arising outside any formal LEP Board meeting when you carry out any activity in your capacity as a member of the LEP Board.

### **Objectivity**

When carrying out your LEP duties, you must make all choices, such as making appointments, awarding contracts or recommending individuals for rewards or benefits, based on evidence. You should take into account the impact of any decision on the Leeds City Region and the Leeds City Region economy as a whole, not just the specific local authority area or sector which you represent.

You must make decisions:

- in accordance with LEP processes and procedures,
- based on the information and evidence before you,
- after considering all options put forward,
- having regard to any professional advice provided,

- in accordance with your view of the public interest,
- which are proportionate (that is, the action is proportionate to the desired outcome), and
- on merit.

### **Accountability**

You are accountable for your decisions and you must co-operate fully with whatever scrutiny is appropriate to your position<sup>12</sup>.

You should not undertake any action which would bring the LEP Board, West Yorkshire Combined Authority (the Combined Authority), your position, or the position of members of the LEP Board generally, into disrepute<sup>13</sup>.

### **Openness**

You must be as open as possible about your decisions and actions and those of the LEP Board, and should be prepared to give reasons for those decisions and actions.

### **Leadership**

You must promote and support high standards of conduct when serving in your LEP post, in particular as characterised by the above requirements, by leadership and example. You should act in a way that secures or preserves the confidence of others.

You must have due regard to the impartiality and integrity of the Combined Authority's statutory officers and other officers, and also that of any officer representing any other local authority in relation to LEP Board business.

---

<sup>12</sup> including any formal standards investigation

<sup>13</sup> For example, you should not make trivial or malicious, vexatious, politically motivated or tit-for-tat allegations



## ANNEX 2 - Interests

1. The Combined Authority's Monitoring Officer maintains a register of interests of members of the LEP Board. The register is:
  - available for inspection at the Combined Authority's offices; and
  - published on the Combined Authority's website, and accessible from the LEP website.
2. You must, within 28 days of taking office as a member of the LEP Board notify the Combined Authority's Governance Services Manager, (on behalf of the Managing Director and the S73 Officer of the Combined Authority, the LEP's accountable body), of any **disclosable pecuniary interest**<sup>14</sup>, where the pecuniary interest is yours, your spouse's or civil partner's, or is the pecuniary interest of somebody with whom you are living with as a spouse, or as if you were civil partners.
3. In addition, you must, within 28 days of taking office, notify the Combined Authority's Governance Services Manager (on behalf of the Managing Director and the S73 Officer of the Combined Authority, the LEP's accountable body) of any **non-pecuniary interest** which the LEP has decided should be included in the register<sup>15</sup> or which you consider should be included if you are to fulfil your duty to act in conformity with the Seven Principles of Public Life. These non-pecuniary interests will necessarily include your membership of any Trade Union.
4. You should review your individual register of interest before each LEP Board meeting<sup>16</sup>. You must declare any relevant interest(s) at the start of the meeting. If an interest has not been entered onto the LEP's register, then you must disclose the interest at any meeting of the LEP Board at which you are present, where you have a disclosable interest in any matter being considered and where the matter is not a sensitive interest.
5. Following any disclosure of an interest not on the LEP register or the subject of pending notification, you must notify the Combined Authority's Governance Services Manager (on behalf of the Managing Director and S73 Officer of the Combined Authority, the LEP's accountable body) of the interest within 28 days beginning with the date of disclosure.
6. Unless you have a dispensation, if you are present at a meeting of the LCR LEP Board and you are aware that you have a disclosable pecuniary or non-pecuniary interest in a matter to be considered, or being considered, at the meeting, you may not participate, or participate further, in any discussion of the matter at the meeting; or participate in any vote, or further vote, taken on the matter at the meeting, unless:

---

<sup>14</sup> As set out in the schedule of interests attached to this Code.

<sup>15</sup> As set out in the schedule of interests attached to this Code.

<sup>16</sup> including any meeting of any panel of the LEP Board or an advisory group to the LEP. You should also review your register before attending any advisory panel appointed by the Combined Authority, or a decision-making committee.

- you are a **local authority representative**, and your interest falls within paragraph a) below, or
  - you are a **private sector representative**, and your interest falls within paragraph b) below.
- a) The restriction on participating or voting set out above does not apply if you are a local authority representative and have a disclosable pecuniary or non-pecuniary interest in a matter which arises out of your membership of a district council, provided that:
- you have registered your membership of that local authority as an interest on the LEP Board register,
  - you do not stand to make a personal financial gain or loss from the matter, and
  - you have not been personally significantly involved in the matter to be considered by the LEP Board.
- b) The restriction on participating or voting set out above does not apply if you are a private sector representative and have a disclosable pecuniary interest in a matter which arises out of your employment, provided that:
- you have registered your employment as an interest on the LEP Board register,
  - you do not stand to make a personal financial gain or loss from the matter, and
  - your employer does not stand to make a financial gain or loss from the matter which is in any way substantially different from any other employer in your sector.

### **Sensitive interests**

7. If you have an interest (whether or not a disclosable pecuniary or non-pecuniary interest) which is entered in the register and which is such that you and the Monitoring Officer consider that disclosing the details of the interest could lead to you, or a person connected with you, to being subject to violence or intimidation, details of the interest must not be included in:
- any published version of the register, nor
  - any copy of the register that is made available for public inspection<sup>17</sup>.

### **Urgent decisions by the Chair of the LEP on behalf of the LEP**

8. The Chair of the LEP cannot make an urgent decision on behalf of the LEP Board, where the Chair of the LEP has a conflict of interest in the decision.

---

<sup>17</sup> The register may state that you have an interest, the details of which are withheld.

9. For the purpose of this provision, a conflict arises in relation to a proposed decision if the Chair of the LEP is aware they have a disclosable pecuniary or non-pecuniary interest in the matter, unless the interest falls within paragraph 13b) above.
10. The Chair of the LEP must notify the Combined Authority's Managing Director of any potential conflict of interest in an urgent matter, as soon as reasonably practicable and must take no further part in the decision.

### **Disclosing personal interests when considering applications for funding**

11. A personal interest is any interest which not a disclosable pecuniary or non-pecuniary interest, but which is a close connection to:

- any person (whether a family member or friend) or
- any outside body,

who is a potential direct recipient or beneficiary of Leeds City Region funding.

You must not participate or vote in decision-making if you have such a personal interest in any application for LCR funding being considered by the LEP Board – or if it is reasonably foreseeable that it may appear to someone else that you have a personal interest and so may be biased. You must declare the personal interest at any meeting at which the application is considered.

### **Applications for any loan or grant**

12. You must comply with the LEP's Conflicts of Interest Policy and Protocol, including any requirement to notify the Monitoring Officer and to avoid personal involvement with any application to the LEP or the Combined Authority for any loan or grant in which you may have a conflict of interest.

### **Disclosing an interest when applying to provide contracted work or services**

13. A potential conflict arises or may appear to arise, where you or a business or organisation in which you have a material personal or professional interest, applies to contract with the Combined Authority for the supply of goods or materials or for the execution of works.
14. Except where any such application is made by a local authority, you should notify the Combined Authority's Managing Director if you are aware or become aware of any such application or tender.

## Table of Interests

### 1. Pecuniary interests (yours and those of your spouse or civil partner<sup>18</sup>)

SECTION 1	ANY EMPLOYMENT, OFFICE, TRADE, PROFESSION OR VOCATION CARRIED ON FOR PROFIT OR GAIN
1.1	Name of: <ul style="list-style-type: none"> <li>○ your employer(s)</li> <li>○ any business carried on by you</li> <li>○ any other role in which you receive remuneration (this includes remunerated roles such as councillors).</li> </ul>
1.2	Description of employment or business activity.
1.3	The name of any firm in which you are a partner.
1.4	The name of any company for which you are a remunerated director.
SECTION 2	SPONSORSHIP
2.1	Any financial benefit obtained (other than from the LEP) which is paid as a result of carrying out duties as a Member. This includes any payment or financial benefit from a Trade Union within the meaning of the Trade Union and Labour Relations (Consolidation) Act 1992.
SECTION 3	CONTRACTS
	Any contract for goods, works or services with the LEP which has not been fully discharged by any organisation named at 1.1.
	Any contract for goods, works or services entered into by any organisation named at 1.1 where either party is likely to have a commercial interest in the outcome of business being decided by the LEP.
SECTION 4	LAND OR PROPERTY
	Any interest you or any organisation listed at 1.1 may have in land or property which is likely to be affected by a decision made by the LEP. This would include, within the area of the LEP: <ul style="list-style-type: none"> <li>○ Any interest in any land in the LEP areas, including your place(s) of residency</li> <li>○ Any tenancy where the landlord is the LEP and the tenant is a body in which the relevant person has an interest</li> <li>○ Any licence for a month or longer to occupy land owned by the LEP.</li> </ul>

<sup>18</sup> or is the pecuniary interest of somebody with whom you are living with as a spouse, or as if you were civil partners.

	For property interests, please state the first part of the postcode and the Local Authority where the property resides. If you own/lease more than one property in a single postcode area, please state this.
<b>SECTION 5</b>	<b>SECURITIES</b>
<b>5.1</b>	<p>Any interest in securities of an organisation under 1.1 where:-</p> <p>(a) that body (to your knowledge) has a place of business or land in the area of the LEP; and</p> <p>(b) either –</p> <p>(i) the total nominal value of the securities exceeds £25,000 or one hundredth of the total issued share capital of that body; or</p> <p>(ii) if the share capital of that body is of more than one class, the total nominal value of the shares of any one class in which has an interest exceeds one hundredth of the total issued share capital of that class.</p>
<b>SECTION 6</b>	<b>GIFTS AND HOSPITALITY</b>
	Any gifts and/or hospitality received as a result of membership of the LEP (above the value of £50).

## 2. Your non-pecuniary interests

### a) Membership of Organisations

Being a member of, or in a position of general control, a trustee of, or participate in the management of:

1. Any body to which you have been appointed or nominated by the LEP.
2. Any body exercising functions of a public nature (eg school governing body or another LEP).
3. Any body directed to charitable purposes.
4. Any body, one of whose principal purposes includes the influence of public opinion or policy (including any political party or trade union).
5. Any local authority (any interests you hold as Local Authority leader/cabinet member for Local Authority land, resources and the Local Authority's commercial interests).

### b) Other interests

1. Any other interest which you hold which might reasonably be likely to be perceived as affecting your conduct or influencing your actions in relation to your role.

## ANNEX 3 - Gifts and Hospitality

### 1. Registering gifts and hospitality

- a. The Combined Authority's Monitoring Officer maintains registers of interests of members of the LEP Board, including declarations of gifts and hospitality. The gifts and hospitality register is:
  - available for inspection at the Combined Authority's offices; and
  - published on the Combined Authority's web-site, and accessible from the LEP web-site.
- b. You must register any gifts and hospitality as required by Section 6 of the Schedule of Interests, to this Code.
- c. Registering offers of gifts and hospitality, whether declined or accepted, demonstrates the LEP's commitment to openness and transparency, and help to protect the LEP's reputation. Where practicable, you may, therefore, ask the Monitoring Officer to record any gifts or hospitality below the £50 threshold or which have been offered to you, but which you have not accepted.<sup>19</sup>

### 2. General principles

- a. You should never actively seek or solicit any gift or hospitality.
- b. You should discourage third parties from offering any gift or hospitality to you.
- c. You should only accept a gift or hospitality from any third party in accordance with these principles, and **where acceptance is of some benefit to the LEP**.
- d. You must **never accept** a gift or offer of hospitality which is any of the following:
  - an inducement or reward for anything that you do as a member – this is likely to constitute a criminal offence,
  - from any donor seeking (or which may seek<sup>20</sup>) a decision from (or business with) the LEP or the Combined Authority,
  - in any circumstances which may give rise to a perceived or actual conflict of interest<sup>21</sup> or undue influence,

---

<sup>19</sup> For the purpose of determining whether any gift or hospitality has a value of over £50, if the exact value is unknown, you should always err on the side of caution.

<sup>20</sup> For these purposes, you should not accept any gift or hospitality where it is reasonably foreseeable that a donor may seek a decision from or business with the LEP or the Combined Authority within the next 6 months.

<sup>21</sup> A conflict of interest is a set of circumstances which creates a risk that an individual's ability to apply judgement or act in a role is or could be impaired or unduly influenced by a secondary interest of that individual or of another person.

- for any third party including any relative or friend of yours, except where the Head of Legal and Governance Services has confirmed in advance that that acceptance is unlikely to be perceived as giving rise to a conflict of interest,
  - lavish or over-generous, nor
  - where offers from the same donor are over-frequent.
- e. Any **expenses** offered to you by any third party should be treated as a gift, in accordance with the requirements of the Code and this Annex A.
- f. You should **never** accept any gifts of cash (or items of specific monetary value such as vouchers).

### 3. **Advice and Guidance**

- a. If in doubt about whether to accept any gift or hospitality, you should ask the Monitoring Officer for advice. If in doubt, err on the side of caution and decline the gift or hospitality.
- b. You should have regard to any advice or guidance issued by the Monitoring Officer in respect of gifts and hospitality.

This page is intentionally left blank



## Leeds City Region Enterprise Partnership (LEP)

### Procedure for considering complaints alleging a failure to comply with the LEP Board Members' Code of Conduct

#### Introduction

1. The LEP Board Members' Code of Conduct applies to members of the LEP Board.

#### Submitting a Complaint

2. A complainant alleging a failure to comply with the Code should submit their complaint in writing to the **Monitoring Officer**<sup>1</sup> of the West Yorkshire Combined Authority (the Combined Authority) for initial assessment<sup>2</sup>.
3. The complaint must set out:
  - a. **who** was involved,
  - b. the alleged **misconduct**,
  - c. **when** and **where** it occurred, and
  - d. how the complainant wants the complaint to be **resolved**.
4. A complainant should complete a **complaint form**, but this is not required if the complainant provides the details required in writing.
5. If a complainant does not complete a form and does not provide the required details in writing, the Monitoring Officer will ask them to re-submit the complaint by completing a form.

#### Stage 1 - Initial Assessment by the Monitoring Officer

6. The Monitoring Officer will notify a member of the LEP Board about any complaint against them<sup>3</sup>.
7. The Monitoring Officer will decide whether the complaint should be dealt with under Stage 2 of this procedure.
8. Where a complaint relates to a member of the LEP Board who is a local

<sup>1</sup> This role is carried out by the Combined Authority's Head of Legal and Governance Services

<sup>2</sup> Where any potential conflict of interest arises from the involvement of the Monitoring Officer, the LEP's Chief Executive may ask a Monitoring Officer from another authority to deal with the complaint, including undertaking any investigation.

<sup>3</sup> Where the Monitoring Officer decides that the complaint should not be dealt with further under this procedure, this is for information only.

authority representative, the Monitoring Officer will refer the complaint to the Monitoring Officer of the relevant local authority to consider as a breach of that authority's Members' Code of Conduct<sup>4</sup>. The complaint will not be dealt with any further under this procedure.

## Complaints which will not be dealt with under Stage 2

9. No complaint will be pursued unless it is in the opinion of the Monitoring Officer, in the public interest to do so. Except in exceptional circumstances, a complaint will not be dealt with under Stage 2 of this procedure if it is a complaint which:
- a. is submitted **anonymously**,<sup>5 6</sup>
  - b. does **not identify the member of the LEP Board**,
  - c. relates to a member of the LEP Board's **personal or private life**<sup>7</sup>,
  - d. alleges that a **criminal offence** has been committed,
  - e. is about **failing to respond** to a request from an individual member of the public,
  - f. relates to alleged actions by **officers**, or a **service related issue**,
  - g. relates to a **decision** of the LEP Board, the Combined Authority, a committee of the Combined Authority or an officer,
  - h. relates to a person who is **no longer** a member of the LEP Board,
  - i. refers principally to an alleged incident **before the person became a member of the LEP Board**,
  - j. refers principally to an alleged incident which happened so long **in the past** that there would be little benefit in taking action,
  - k. contains **trivial allegations**, or which appear to be simply **malicious, vexatious, politically motivated or tit-for-tat**,
  - l. concerns alleged behaviour which has **already** been **investigated**

---

<sup>4</sup> A local authority's Members' Code of Conduct applies to a member when they represent the authority on an external organisation, and otherwise acting in an official capacity.

<sup>5</sup> Complaints which contain a request for the complainant's identity to be withheld may be dealt with under this procedure, although the complainant's identity will only be withheld if, in the opinion of the Monitoring Officer, there are exceptional circumstances. If the Monitoring Officer does not consider that the complainant's identity should be withheld, the complainant will be given the opportunity to withdraw the complaint.

<sup>6</sup> Anonymous complaints which reveal potential fraud or corruption will be referred to the Combined Authority's Head of Internal Audit for consideration under the LEP's or the Combined Authority's whistleblowing policy.

<sup>7</sup> Except in so far as any allegation which relates to paragraphs 17, 18, 19 and 20 of the Code (relating to disclosing interests and canvassing for appointments), which may be considered under this procedure.

or subject to some form of action, or

m. has been referred to a local authority under paragraph 8.

10. If a complaint alleges that a criminal offence has been committed<sup>8</sup>, the Monitoring Officer may direct any such complaint to the West Yorkshire Police<sup>6</sup>. Before making this decision, the Monitoring Officer will consult:

- the Combined Authority's Managing Director, and
- the Combined Authority's Section 73 Chief Finance Officer<sup>9</sup>.

The Monitoring Officer may also consult:

- the Mayor, or
- the Chair of the LEP

11. The Monitoring Officer will refer any complaint about an **officer or service related issue** to the relevant officer to be dealt with under the relevant procedure.

12. The Monitoring Officer will explain in writing to the complainant why the complaint will not be dealt with under Stage 2 of this procedure.

13. There is no appeal against any decision taken by the Monitoring Officer at this stage.

## Stage 2 - Informal Resolution

14. If the Monitoring Officer decides that the complaint should be dealt with under Stage 2 of this procedure, the Monitoring Officer will discuss the complaint with both the complainant and the member of the LEP Board, with a view to seeking to resolve the complaint.

15. The Monitoring Officer will provide the complainant with a copy of this procedure.

16. Informal resolution may include:

- a. an **explanation** by the member of the LEP Board of the circumstances surrounding the complaint,
- b. an **apology** from the member of the LEP Board,
- c. an agreement from the member of the LEP Board to attend relevant **training** or to take part in a **mentoring** process,
- d. an offer of **mediation or conciliation** between the member of the LEP Board and the complainant, or

---

<sup>8</sup> Such as fraud.

<sup>9</sup> This is the statutory role of Chief Finance Officer, appointed under Section 73 Local Government Act 1985. The role is carried out by the Combined Authority's Director of Corporate Services.

- e. **any other action** capable of resolving the complaint.
17. At the end of a 20 working day period, the Monitoring Officer will decide whether the complaint is resolved.
18. Where the complaint is **resolved**, the Monitoring Officer will confirm to the complainant and the member of the LEP Board in writing that there will be **no further action** taken under this procedure.

### Stage 3 – further action

19. Where the complaint is **not resolved**, the Monitoring Officer will make appropriate arrangements to ensure that the complaint is considered by the LEP Board or a panel of LEP Board on its behalf. The Monitoring Officer will ask the complainant and the member of the LEP Board member to submit **written representations** about the complaint and any response to it.
20. Where a decision is made on an allegation of misconduct following a formal investigation, a decision notice should be published as soon as possible on the LEP website, including a brief statement of facts, the provisions of the Code engaged by the allegations, the reasoning of the decision-maker, and any sanction applied.
21. Whether or not there has been a failure to comply with the Code, the Monitoring Officer may in any event make any **general recommendation** to the LEP Board with a view to promoting and maintaining high standards of conduct. Such recommendations may include changes to the LEP Board's Code of Conduct, procedures and practices, or training for members of the LEP Board.
22. The Monitoring Officer will report annually to:
- the LEP Board and
  - the Combined Authority's Governance and Audit Committee

about any complaints received about any member of LEP Board during the previous financial year, and the outcome of any such complaint. All reporting will be anonymised as appropriate and identify common themes and numbers of complaints year on year. The report will highlight any actions taken to improve procedures, systems and policies.

### Privacy Policy

A copy of our privacy policy can be found on the LEP website: [LEP - Privacy and cookie policy](#)

## Leeds City Region Enterprise Partnership West Yorkshire Combined Authority Conflicts of Interest Policy

### 1. Introduction

The Leeds City Region Enterprise Partnership (the LEP) and the West Yorkshire Combined Authority (the Combined Authority) are committed to ensuring that the Members and officers act in line with the **Nolan Principles** of public life, which are selflessness, integrity, objectivity, accountability, openness, honesty and leadership.

This Conflicts of Interest Policy applies to:

- any member of the LEP Board,
- the Mayor and any other Combined Authority Member,
- any voting Co-optee on a Combined Authority committee or panel, including any advisory panel which reports to the LEP,
- any officer of the Combined Authority, and
- any officer of a local authority who advise the Combined Authority or LEP.

The policy provides an overview of how conflicts of interest are managed, by reference to the procedures which the LEP and the Combined Authority have in place to maintain high ethical standards and protect their reputation against any allegation of conflicting interests. These include requirements to register and declare interests.

The policy must be followed throughout all decision-making processes; the LEP and the Combined Authority are committed to ensuring that this policy applies to decisions taken at formal meetings or by individuals on behalf of the LEP or the Combined Authority under delegated authority. It is communicated to everyone involved in decision-making by the LEP and Combined Authority, to ensure their commitment to it.

To ensure transparency, the LEP and the Combined Authority record and publish decisions in accordance with agreed procedures.

### 2. Definition

A conflict of interest is a set of circumstances which creates a risk that an individual's ability to apply judgement or act in a role is, or could be, impaired or unduly influenced by a secondary interest of that individual, or of another person.

For example, a conflict of interest would arise where a member of the LEP Board has an interest, for instance, as a shareholder in a company that is a potential beneficiary of grant funding, conflicting with the interests of the LEP.

Conflicts of interest may inhibit open discussions and may result in irrelevant considerations being taken into account or decisions being taken that are not in the best interests of the LEP nor of the Combined Authority.

This policy covers **commercial, personal, actual or potential conflicts of interests**; for the purposes of this policy, the *perception* of competing interests, impaired judgement or undue influence can also amount to a conflict of interest.

### 3. General

All members and officers must **take personal responsibility** for declaring their interests and avoiding perceptions of bias.

Where any conflict of interest arises outside of those which they are specifically required to register or declare, they should **err on the side of caution** and declare these interests in line with the Nolan Principles.

This policy applies whether they are decision-makers, consultees or involved in any other way in relation to any decision to be taken by the LEP, the Combined Authority or the Mayor.

### 4. Members of the LEP Board

Members of the LEP Board are required to comply with the **LEP Board Members' Code of Conduct**. The Code requires members to comply with the Nolan Principles and sets out the procedures for registering and declaring pecuniary and non-pecuniary interests, and managing conflicts which arise at a formal meeting of the LEP Board. It also extends to any conflict of interest arising in respect of an urgent decision taken by the Chair on behalf of the LEP.

The LEP Board's **Procedure for Considering Complaints** alleging a failure to comply with the LEP Board Members' Code of Conduct sets out the process that the LEP will follow if a member of the LEP Board is alleged to have failed to comply with the Code.

**Registers of interests** completed by members of the LEP Board are published on the Combined Authority's web-site, accessible from the LEP's web-site.

The Code also includes specific requirements and restrictions in relation to disclosing an interest:

- when **considering applications for funding**
- when **applying for a loan or grant**
- when **applying to provide contracted work or services**.

It also addresses **canvassing for appointments** to the Combined Authority.

The Code of Conduct sets out requirements for declaring pecuniary and other interests at formal meetings of the LEP Board. The **Conflicts of Interest Protocol**:

**applications for loans or grants** manages conflicts of interest which may arise when a decision is taken by an officer, in respect of a loan or grant from the LEP or the Combined Authority.

## 5. Combined Authority **Members** and voting **Co-optees** on any Combined Authority committee or panel

These members are required to comply with the **Combined Authority's Members' Code of Conduct** in Part 5 of the Constitution. The Code sets out the procedures for registering and declaring pecuniary and other interests, and managing conflicts which arise at any formal meeting of the Combined Authority or a committee or panel appointed by the Combined Authority, including advisory panels which report to the LEP.

The Code of Conduct sets out requirements for declaring pecuniary and other interests at formal meetings, where members are decision-makers. The **Conflicts of Interest Protocol: applications for loans or grants** manages any conflict of interest which may arise when a decision is taken by an officer, in respect of a loan or grant from the LEP or the Combined Authority.

The Combined Authority's **Procedure for Considering Complaints** alleging a failure to comply with the Members' Code of Conduct in Part 5 of the Constitution sets out the process to be followed if a member is alleged to have failed to comply with the Code.

**Registers of interests** are published on the Combined Authority's web-site.

**Article 12 (Officers) in Part 2 of the Constitution** also specifies additional requirements and restrictions in relation to:

- **canvassing for appointments** to the Combined Authority, and
- **disclosing any relationship** between the member and an officer, or a candidate for employment.

## 6. Officers

Officers of the Combined Authority must comply with the **Combined Authority's Officer Code of Conduct** and **Gifts and Hospitality Policy** in Part 5 of the Constitution when they are working for the Combined Authority or advising the LEP.

The **LEP Constitution** also requires:

- senior officers of the Combined Authority and officers involved in advising the LEP to complete a **LEP Officer's register** of interests,
- any officer from another local authority advising the LEP to comply with their authority's officer Code of Conduct, and
- any officer advising the LEP Board to be mindful of potential conflicts of interest, and exclude themselves for advising on any matter where their personal or professional interests are such that their integrity or objectivity may be questioned.

**Article 12 (Officers) in Part 2 of the Constitution** requires officers of the Combined Authority to disclose any **relationship with a member**. It also reflects statutory provisions relating to:

- prohibiting officers from being operators, directors, partners or employees of public passenger transport services, and
- recording **pecuniary interests in contracts**.

The **Combined Authority's Contracts Standing Orders in Part 4 of the Constitution** addresses potential conflicts of interests arising in respect of **contracts** with the Combined Authority for goods, services or an interest in property.

## **7. Loans or grants to businesses**

At the request of members, to promote greater transparency, the **Conflicts of Interest Protocol: loans or grants to businesses in Part 5 of the Constitution**, sets out a process which the LEP and the Combined Authority follows to demonstrate that applications from businesses for loans or grants are dealt with in an impartial, fair and transparent way outside of formal meetings, by an officer. It provides a safeguard (for the LEP, the Combined Authority and for applicants) to minimise the risk of reputational damage from any perception of undue influence.

The process requires additional scrutiny of any application where a potential conflict of interest arises.

## **8. Adult Education**

In accordance with statutory guidance related to devolved Adult Education Budgets, the Combined Authority has approved a Conflicts of Interest Protocol: Adult Education Budget **in Part 5 of the Constitution**.



## Leeds City Region Enterprise Partnership

### West Yorkshire Combined Authority

#### Conflicts of Interest Protocol: Loans or grants to businesses

#### 1. Purpose

The **Combined Authority's** Code of Conduct **in Part 5 of the Constitution and the Code of Conduct** adopted by the LEP address how members are required to register and declare pecuniary and other interests at formal meetings where members take decisions.

This **Conflicts of Interest Protocol: loans or grants to businesses** sets out the process which the LEP and the Combined Authority follow to demonstrate that applications from businesses for loans or grants are dealt with in an impartial, fair and transparent way, including where they are considered by officers. It provides an additional safeguard (for the LEP, the Combined Authority and for applicants) to minimise the risk of reputational damage from any perception of undue influence.

The process requires additional scrutiny of any application where a potential conflict of interest arises.

#### 2. Scope

This protocol should be followed where an application for a loan or grant is made by any business (including a company, social enterprise or a sole trader) to the LEP or to the Combined Authority<sup>1</sup>.

The protocol applies to:

- any member of the LEP Board,
- **the Mayor and any other Combined Authority Member**, and
- any voting **Co-optee** on a committee or panel of the Combined Authority, (including an advisory panel which reports to the LEP).

It applies to both local authority and private sector representatives, and their substitutes.

#### 3. General

This protocol supplements the Conflicts of Interest Policy. It does not replace or alter any requirement of the Codes of Conduct for the LEP and the Combined Authority, nor any other procedure of the LEP or the Combined Authority which addresses conflicts of interest.

---

<sup>1</sup> Including any grant or application under the following funding streams or programmes: Access Innovation, Apprenticeship Grants for Employers, Business Growth Programme, Cycling and Walking Fund, Digital Inward Investment Fund, Growing Places Fund, Resource Efficiency Fund, Strategic Business Growth and Strategic Inward Investment Fund.

Where any conflict of interest arises outside of those specifically required to be registered or declared under any Code of Conduct, a procedure referred to in the Conflict of Interest Policy or this protocol, a member should declare their interests **erring on the side of caution**, in line with the Nolan Principles.

#### **4. Setting policies and strategies relating to loans and grants**

Members must follow the relevant Codes of Conduct which set out requirements for registering and declaring interests at meetings. These Codes restrict members' involvement in decision making at formal meetings of the LEP Board, the Combined Authority and committees and panels where a conflict of interest arises.

However, to secure the input of suitable expertise and a range of representative views into the decision-making process, appropriate involvement in matters in which Members may have an interest<sup>2</sup> is facilitated by exceptions and dispensations granted under the Codes.

Members are not generally precluded from participating in or voting on developing or setting any overarching policy or strategy, including setting criteria against which any application for a loan or grant will be assessed. However, **this is subject to exceptions** such as where a direct financial interest arises.

At any meeting where an item relates to a **change of criteria** for any loan or grant programme in respect of which a member (or a business in which they have registered an interest) has applied for a loan or grant during the previous 24 months (successfully or otherwise), the member should declare the application. Any such declaration should be noted in the minutes of the meeting, but the member may nevertheless participate and vote in the decision, unless otherwise precluded by the Code or the application is still to be determined.

A member may, however, choose not to participate or vote in the item if they are aware that any proposed change in criteria may affect an application which they (or the business in which they have registered an interest) intend to make for the loan or grant.

Members should check with the Monitoring Officer if they are unsure whether they may participate or vote in relation to any particular item.

---

<sup>2</sup> For example, where they are appointed because of their expertise in a particular sector.

## **5. Members to notify businesses of their involvement with the LEP or the Combined Authority**

Any member who (to comply with a Code of Conduct) has registered an interest in a business, **including any interest of their spouse or civil partner**, must:

- **notify that business of their involvement** with the LEP or the Combined Authority,
- **ask the business to declare their involvement** as a conflict of interest when applying for any relevant loan or grant, and
- **make arrangements for the business to notify them** on any occasion when the business applies for a relevant loan or grant.

## **6. Applying for a loan or grant – applicant business**

The application form for a loan or grant to businesses will ask the applicant to declare whether

- the applicant, any Director, Trustee or employee of the business, or
- their spouse or civil partner<sup>3</sup> is:
  - a) a member of the LEP Board,
  - b) a Combined Authority Member, or
  - c) a voting Co-optee on any committee or panel appointed by the Combined Authority (including any advisory panel which reports to the LEP).

A business should be advised of any such potential conflict of interest by the relevant member, under paragraph 5 above. Nevertheless, each business should take such additional steps as are reasonably practicable to ensure that any declaration is full and accurate.

## **7. Members' actions where a conflict of interest arises**

A Member must also:

- a) **notify the Monitoring Officer<sup>4</sup>** on each occasion where:
  - they apply for a loan or grant, or
  - a business which is registered as an interest on their register of interest applies for a loan or grant<sup>5</sup>,
  - any other interest arises which may be perceived as giving rise to a conflict of interest (for example, where an application is made by a close friend, or family member, or they are related to an officer of the Combined Authority).

---

<sup>3</sup> Any reference in this protocol to a spouse or partner should be taken as including any person with whom the member lives as a spouse or civil partner

<sup>4</sup> The Executive Support Officer (Private Sector Representatives) may receive notifications from private sector representatives, and the Governance Services Manager from local authority representatives on behalf of the Monitoring Officer.

<sup>5</sup> This includes any interest of their spouse or civil partner which they are required to register.

The notification to the Monitoring Officer should identify

- the name of **the applicant**,
- the **type of funding** applied for (including the funding stream if known), and
- the nature of **the potential conflict of interest**.

The date of the application should also be stated (if known).

- b) so far as reasonably practicable **avoid any personal involvement**<sup>6</sup> with any application to the LEP or the Combined Authority for any loan or grant, or
- c) where it is not reasonably practicable to avoid personal involvement with an application:<sup>7</sup>
  - **declare on any application form their involvement** if they are not a signatory,
  - **do not discuss the application verbally** with any officer of the Combined Authority, and
  - **communicate only in writing** about the application after it has been submitted.

## 8. Advising on loan and grant applications

To avoid improper use of “inside information” about the assessment process for applications, where a member’s role includes or has included **advising on individual grant and loan applications from businesses**, no application from them, their spouse or civil partner, or from a business which they have (or should have) registered as an interest under the relevant Code of Conduct shall be considered until **6 months** has elapsed since they carried out that role.

## 9. Considering loan and grant applications

Every application is considered on its own merits, and no applications are granted unless the eligibility criteria for the loan or grant are met.

**No member may participate or vote on any decision-making relating to any application in respect of which they have a conflict of interest.**

**Members must not seek in any way to improperly influence the outcome of any application which has (or may be) made in which they have an interest.**

Where an interest has been declared by an applicant on the application form, and/or a member (or where an interest is otherwise brought to the attention of a relevant Director<sup>8</sup>), the application will not be progressed unless:

<sup>6</sup> This includes advising on, drafting or signing the application

<sup>7</sup> For example, where they are a sole trader and apply on their own behalf

<sup>8</sup> Each relevant Director will carry out a **sample audit** of applications at quarterly intervals, to review whether declarations are being made in line with this protocol.

a) the Monitoring Officer has confirmed that:

- the member has **registered the business as an interest** on their register in accordance with the requirements of the relevant Code of Conduct, and
- a full **declaration of interest** by the member has been received in relation to the application in accordance paragraph 7 of this protocol.

And

b) the relevant Director has confirmed that:

- the **applicant** has made a **declaration of interest** on the application form in accordance with paragraph 6,
- the **member did not discuss the application verbally** with any officer of the Combined Authority after its submission, nor otherwise **seek to improperly influence** the application.

Subject to a) and b) above, where an interest arises, the application should be referred for determination by:

- the Combined Authority's Managing Director, or
- a meeting of the Combined Authority or a relevant committee<sup>9</sup>.

An application may only be granted further to a recommendation from a **relevant Director** who has assessed the application, and confirmed that it has been considered on its own merits and meets relevant eligibility criteria.

The decision-maker should take into account any other relevant information which relates to the conflict of interest.

The **record of any decision** about an application where a conflict of interest has arisen must record the conflict of interest declared by the member, and that this protocol has been followed<sup>10</sup>.

## **8. Reporting**

The Monitoring Officer will **annually report** to the LEP Board and Combined Authority's Governance and Audit Committee on the number and outcome of applications considered in accordance with this protocol during the financial year and on any breaches of the protocol.

---

<sup>9</sup> For example, where the Managing Director considers that they should not exercise their delegated authority in respect of the application.

<sup>10</sup> This extends to any published record of the loan or grant.

This page is intentionally left blank

## West Yorkshire Combined Authority

### AEB Conflicts of Interest Policy

#### 1. Introduction

The West Yorkshire Combined Authority (the Combined Authority) are committed to ensuring that the members and officers act in line with the **Nolan Principles** of public life, which are selflessness, integrity, objectivity, accountability, openness, honesty and leadership.

This Conflicts of Interest Policy applies to:

- any member of the LEP Board,
- the Mayor and any other Combined Authority Member,
- any member of the Employment and Skills Panel,
- any officer of the Combined Authority, including those on the Adult Education Performance Board
- any officer of a local authority who advise the Combined Authority, and
- any member of the AEB performance & partnership groups, who advise the Combined Authority and its individual officer boards

The policy provides an overview of how conflicts of interest are managed, by reference to the procedures in place to maintain high ethical standards and protect organisational and personal reputations against any allegation of conflicting interests. These include requirements to register and declare interests.

The policy must be followed throughout all decision-making processes; the Combined Authority are committed to ensuring that this policy applies to decisions taken at formal meetings or by individuals on behalf of the Combined Authority under delegated authority. It is communicated to everyone involved in decision-making by the Combined Authority in relation to Adult Education, to ensure their commitment to it.

To ensure transparency, the Combined Authority record and publish decisions where this is provided for by their agreed procedures.

#### 2. Definition

A conflict of interest is a set of circumstances which creates a risk that an individual's ability to apply judgement or act in a role is, or could be, impaired or unduly influenced by a secondary interest of that individual, or of another person.

#### 3. General

All members and officers must **take personal responsibility** for declaring their interests and avoiding perceptions of bias.

Where any conflict of interest arises outside of those which they are specifically required to register or declare, they should **err on the side of caution** and declare these interests in line with the Nolan Principles.

This policy applies whether they are decision-makers, consultees or involved in any other way in relation to any decision to be taken by the Combined Authority in relation to Adult Education.

#### **4. Members of the LEP Board**

Members of the LEP Board are required to comply with the LEP Board Members' Code of Conduct. The Code requires members to comply with the Nolan Principles and sets out the procedures for registering and declaring pecuniary and non-pecuniary interests, and managing conflicts which arise at a formal meeting of the LEP Board. It also extends to any conflict of interest arising in respect of an urgent decision taken by the Chair on behalf of the LEP.

The LEP Board's Procedure for Considering Complaints alleging a failure to comply with the LEP Board Members' Code of Conduct sets out the process that the LEP will follow if a member of the LEP Board is alleged to have failed to comply with the Code.

Registers of interests completed by members of the LEP Board are published on the Combined Authority's web-site, accessible from the LEP's web-site.

The Code also includes specific requirements and restrictions in relation to disclosing an interest:

- when considering applications for funding
- when applying to provide contracted work or services.

#### **5. Combined Authority Members and voting **Co-optees** on the Employment and Skills Panel.**

These members are required to comply with the Combined Authority's Members' Code of Conduct **in Part 5 of the Constitution**. The Code sets out the procedures for registering and declaring pecuniary and other interests, and managing conflicts which arise at any formal meeting of the Combined Authority or a committee or panel appointed by the Combined Authority, including the Employment and Skills Panel which is an advisory panel which reports to the LEP.

The Combined Authority's **Procedure for Considering Complaints** alleging a failure to comply with the Members' Code of Conduct **in Part 5 of the Constitution** sets out the process to be followed if a member is alleged to have failed to comply with the Code.



**Registers of interests** are published on the Combined Authority's web-site.

## **6. Non-voting advisory representatives on the Employment and Skills Panel**

An advisory representative must declare any interest arising any matter to be considered or being considered at a meeting of the Panel:

- in which they **personally** stand to make a direct financial gain or loss, or
- where the matter relates specifically to a **potential grant to or contract with their employer.**

All declarations will be minuted, and the Chair of the meeting may ask any individual not to participate in any item where a conflict of interest arises.

## **7. Officers of the Combined Authority and other Local Authorities**

Officers of the Combined Authority and the LEP must comply with the **Combined Authority's Officer Code of Conduct** and **Gifts and Hospitality Policy in Part 5 of the Constitution** when they are working for the Combined Authority or advising the LEP.

Officers from another local authority must comply with their authority's Officer Code of Conduct and any Gifts and Hospitality Policy.

The **LEP Constitution** also requires:

- senior officers of the Combined Authority and officers involved in advising the LEP to complete a **LEP Officer's register** of interests,
- any officer from another local authority advising the LEP to comply with their authority's officer Code of Conduct, and
- any officer advising the LEP Board to be mindful of potential conflicts of interest, and exclude themselves for advising on any matter where their personal or
- professional interests are such that their integrity or objectivity may be questioned.

**Contracts Standing Orders in Part 4 of the Constitution** address potential conflicts of interests arising in respect of **contracts** with the Combined Authority for goods, services, or an interest in property.

This page is intentionally left blank

---

**Report to:** Leeds City Region Enterprise Partnership Board (LEP Board)

**Date:** 9 June 2021

**Subject:** **Annual Accountability Reports**

---

**Director:** Angela Taylor, Director, Corporate and Commercial Services

**Author:** Caroline Allen, Head of Legal & Governance Services

---

## **1. Purpose of this report**

- 1.1 To provide the annual accountability reports about complaints and concerns raised about the Leeds City Region Local Enterprise Partnership (the LEP) and/or members of the LEP Board this year.
- 1.2 To provide a summary of applications for grants considered during the last financial year under arrangements to address conflicts of interest.

## **2. Information**

### Annual Reports

- 2.1 Concerns from a member of the public or a third party about the LEP may be reported through:

- the procedure for considering complaints alleging a failure to comply with the LEP Board Members' Code of Conduct, and
- the LEP's confidential complaints procedure.

Complaints about the LEP may also be channelled through the Combined Authority's complaints policy and concerns raised under the Combined Authority's Whistleblowing Policy. (The Whistleblowing Policy extends to concerns raised about the LEP and has been endorsed by the LEP Board).

- 2.2 The procedure for considering complaints alleging a failure to comply with the LEP Board Members' Code of Conduct requires the Monitoring Officer to report annually to the LEP and to the Governance and Audit Committee about any complaints received about any member of the LEP Board, and the outcome of any such complaint.
- 2.3 The Monitoring Officer can now report that no complaint has been received under this procedure in the financial year ending 31 March 21. Further, no

complaint has been received under the confidential complaints procedure, nor the Combined Authority's complaints procedure.

- 2.4 The Whistleblowing Policy requires the Combined Authority's Head of Internal Audit to provide an annual report of concerns raised under the Policy to the LEP and to the Combined Authority's Governance and Audit Committee. The Head of Internal Audit has confirmed that no concerns in relation to the LEP were received under this policy during the financial year 2020 – 21.

#### Grant applications

- 2.5 The LEP and Combined Authority's jointly adopted Conflicts of Interests Policy provides an overview of conduct-related provisions applying to Members and officers, with a particular focus on conflicts of interest arising in respect of applications for loans or grants to business, which is addressed by way of the Conflicts of Interest Protocol. The Protocol seeks to ensure that such applications are dealt with fairly and impartially, including where decisions are made by officers under delegated authority. (The specific declaration requirements in the Codes of Conduct adopted by the Combined Authority and the LEP reflect the statutory requirements relating to declarations at formal meetings, and do not extend to declarations outside of formal meeting of the LEP Board or Combined Authority meetings.)
- 2.6 For transparency and accountability purposes, Appendix 1 to this report sets out a summary of grant applications considered by officers under delegated authority in the financial year 2020 – 21, and their outcome. Declarations made by members at the LEP Board or Combined Authority meetings are publicly available on the LEP or Combined Authority's website as they are recorded in the minutes for each meeting.
- 2.7 This report will be shared with the Governance and Audit Committee at its next meeting.

### **3. Tackling the Climate Emergency Implications**

- 3.1 None arising directly from this report.

### **4. Inclusive Growth Implications**

- 4.1 None arising directly from this report.

### **5. Equality and Diversity Implications**

- 5.1 None arising directly from this report.

### **6. Financial Implications**

- 6.1 None arising directly from this report.

## **7. Legal Implications**

7.1 None arising directly from this report.

## **8. Staffing Implications**

8.1 None arising directly from this report.

## **9. External Consultees**

9.1 None.

## **10. Recommendations**

10.1 That the LEP Board note that no complaints or concerns have been raised this year about the LEP (nor about any member of the LEP Board under the LEP's complaints procedure, the Combined Authority's complaints policy or the Whistleblowing Policy).

10.2 That the LEP notes the summary set out in Appendix 1 to this report, relating to grant applications considered under the conflicts of interest arrangements in place during 2020 – 2021.

## **11. Background Documents**

11.1 None.

## **12. Appendices**

12.1 Appendix 1 – summary of grant applications considered under conflicts of interest arrangements during 2020 – 21.

This page is intentionally left blank

## APPENDIX 1

### Summary of grant applications dealt with under conflict of interest arrangements, 2020/21

<b>Funding Stream</b>	<b>Name of applicant (business)</b>	<b>Name of member</b>	<b>Interest declared by member</b>	<b>Decision-maker</b>	<b>Date of Decision</b>	<b>Outcome</b>
REBiz	Atkinson Dyeing Limited	Andrew Wright	Andrew Wright	Ben Still	04/09/2020	Approved
REBiz	Paxman Coolers Limited	Richard and Claire Paxman	Richard and Claire Paxman	Ben Still	05/05/2021	Approved

This page is intentionally left blank



---

**Report to:** Leeds City Region Enterprise Partnership Board (LEP Board)

**Date:** 9 June 2021

**Subject:** **Remuneration and expenses scheme and annual summary**

---

**Director:** Angela Taylor, Director of Corporate and Commercial Services

**Author(s):** Angie Shearon, Governance Services Manager

---

## **1. Purpose of this report**

- 1.1 To receive the annual summary of remuneration and expenses paid to members of the LEP Board and adopt the LEP Board Members' Remuneration and Expenses Scheme for 2021-22.

## **2. Information**

- 2.1 The Scheme, which is attached at Appendix 1, sets out the Chair of the LEP's entitlement to remuneration and the expenses which any other member of the LEP Board is entitled to claim for travel, subsistence and dependent carers' expenses. There is no separate allowance under the Combined Authority's allowances scheme for the position of LEP Member on the Combined Authority, which is carried out by the Chair of the LEP Board.
- 2.2 In the interests of transparency and accountability, the Scheme requires a summary of remuneration and expenses paid to members of the LEP Board to be reported each year to the LEP Board and to be published on the Combined Authority's website. Attached at Appendix 2 is the annual summary of remuneration and expenses paid during the financial year 2020-21.
- 2.3 No amendments are proposed to the Scheme.

## **3. Tackling the Climate Emergency Implications**

- 3.1 No implications arising from this report.

## **4. Inclusive Growth Implications**

- 4.1 No implications arising from this report.

## **5. Equality and Diversity Implications**

- 5.1 No implications arising from this report.

## **6. Financial Implications**

- 6.1 The total of expenses payable in any financial year in respect of expenses varies according to the claims made.

## **7. Legal Implications**

- 7.1 Although statutory requirements in relation to independent remuneration panels do not apply to the LEP, the LEP Board's Remuneration and Expenses Scheme provides for an independent remuneration panel to consider any changes to the LEP Chair's remuneration. No such changes are currently proposed.

## **8. Staffing Implications**

- 8.1 No implications arising from this report.

## **9. External Consultees**

- 9.1 No implications arising from this report.

## **7. Recommendations**

- 7.1 That the LEP Board adopts the LEP Board Members' Remuneration and Expenses Scheme for 2021-2022, attached as Appendix 1 to this report.
- 7.2 That the LEP Board notes the annual summary of remuneration and expenses, attached as Appendix 2 to this report.

## **8. Background Documents**

- 8.1 None.

## **9. Appendices**

Appendix 1 – LEP Board Members' Remuneration and Expenses Scheme  
Appendix 2 – Annual summary of remuneration and expenses

## Leeds City Region Enterprise Partnership (LEP)

### LEP Board Members' Remuneration and Expenses Scheme 2021-2022

#### 1. Definitions

In this scheme:

The “**LEP Board**” means the Leeds City Region Local Enterprise Partnership Board

A “**member of the LEP Board**” means a member of the LEP Board appointed in accordance with paragraph 4 of the LEP Constitution, or their substitute.

The “**annual meeting**” means the LEP Board’s annual meeting held each year in accordance with the LEP Board Procedure Rules.

The “**Chair of the LEP**” means the Chair of the LEP Board appointed under paragraph 4 of the LEP Constitution.

“**The Combined Authority**” means the West Yorkshire Combined Authority, the accountable body for the LEP.

#### 2. Introduction

a) This scheme sets out the entitlement of:

- any member of the LEP Board to claim expenses incurred in carrying out their role as a member of the LEP Board, and
- the Chair of the LEP to claim remuneration.

b) This scheme does **not** extend to payment of any remuneration, allowances or expenses incurred by any member of the LEP Board in their role as a member of the Combined Authority, a Combined Authority committee<sup>1</sup> or sub-committee. Any such claim will be dealt with under the Combined Authority’s allowances scheme.

#### 3. Local authority representatives

a) A member of the LEP Board who is a local authority representative (or their substitute) is not entitled to any expenses under this scheme for carrying out any duty for which they may claim under their local authority’s allowances scheme.

---

<sup>1</sup> Including any advisory Panel

- b) For the avoidance of doubt, whether or not they are entitled to any such expenses or allowances under their local authority's allowances scheme, no member of the LEP Board who is a local authority representative (or their substitute) is entitled to claim any allowance under this scheme in respect of attending any meeting of the LEP Board.
- c) Subject to 3a) above, the Combined Authority may pay for travel and accommodation expenses for any local authority representative acting in their capacity as a member of the LEP Board, provided that this is approved in advance by the Combined Authority's Head of Legal and Governance Services and booked by the Combined Authority in accordance with the provisions of this scheme.

#### **4. Renunciation of entitlement to remuneration or expenses**

A member of the LEP Board may elect to forego all or any part of their entitlement to any expenses under this scheme<sup>2</sup>.

#### **5. Travel expenses**

Subject to any exceptions or requirements set out in this scheme, a member of the LEP Board engaged on the Approved Duties set out in Schedule 1 may reclaim any travel costs they incur, in accordance with Schedule 2.

#### **6. Subsistence expenses**

Subject to any exceptions or requirements set out in this scheme, a member of the LEP Board engaged on the Approved Duties set out in Schedule 1 may reclaim any subsistence costs they incur, in accordance with Schedule 3.

#### **7. Dependants Carers' expenses**

Subject to any exceptions set out in this scheme, a member of the LEP Board may re-claim any costs they incur provided the costs are:

- incurred while engaged on Approved Duties set out in Schedule 1, and
- subject to the following terms and conditions:-

##### **1. Childcare element**

- maximum rate payable = £7.65 per hour
- care must be provided by a registered child minder

##### **2. Other dependants element**

- maximum rate payable = the hourly cost of a Home Help carer payable by Leeds City Council

---

<sup>2</sup> The Chair of the LEP may elect to forego all or any part of their remuneration. This must be confirmed in writing to the Head of Legal and Governance Services.

3. For both types of care, there is a monthly cap of £100, regardless of type or number of dependants.

## 8. Remuneration for the Chair of the LEP

The high profile role of Chair of the LEP requires direct and pro-active leadership, and as such a substantially greater time commitment than that required from any other member of the LEP Board. It also carries specific responsibility under the assurance process for governance and transparency arrangements<sup>3</sup>. In recognition of this, the Chair of the LEP may be remunerated. Any remuneration to the Chair of the LEP will be approved by the LEP Board, further to a recommendation by an Independent Remuneration Panel<sup>4</sup> and implemented by the Combined Authority as the LEP's accountable body.

The Chair of the LEP is not entitled to any other type of expenses under this scheme, although this does not preclude the Combined Authority paying for the Chair's travel and accommodation expenses, where travel and accommodation is approved in advance by the Combined Authority's Head of Legal and Governance Services and booked through the Combined Authority in accordance with this scheme.

## 9. Overseas travel and accommodation

All overseas travel and accommodation by any member of the LEP Board must be booked through the Combined Authority, who will seek out and pay directly for the most reasonably priced travel or accommodation, thus avoiding any claims for reimbursement.

The Managing Director is also required to confirm that the member of the LEP Board's attendance at the overseas function or event:

- is in the capacity **as a member of LEP Board**,
- represents **value for money**<sup>5</sup>, and
- is required to facilitate the proper promotion or safeguarding of LEP interests.

## 10. Claims and Payments

A claim for travelling and subsistence, or dependents carers' expenses under

---

<sup>3</sup> The Chair and the Combined Authority's Managing Director are required to provide a formal assurance statement on an annual basis on the status of governance and transparency, as part of the Annual Conversation process with Government.

<sup>4</sup> The Panel shall be constituted of the members of the Combined Authority's Independent Remuneration Panel together with one or more private sector representatives who are not members of the LEP Board with terms of reference to be agreed by the LEP Board.

<sup>5</sup> In relation to **overseas travel or accommodation**, the Managing Director is also required to confirm that the attendance of the LEP Board member is required to ensure the proper promotion or safeguarding of LEP interests.

this scheme shall be made in writing within **three months** of the date of the duty in respect of which the entitlement to the allowance arises.

No remuneration will be paid under this scheme to the Chair of the LEP without:

1. A dated invoice setting out the period in respect of which the claim is made, and
2. A statement signed by the claimant that the claimant has complied with all conditions on the appointment letter which set out the basis on which remuneration was agreed.

No expenses will be paid under this scheme without:

1. a dated **receipt**<sup>6</sup> (except in relation to car mileage claims), and
2. a **statement** signed by the claimant that:
  - the claimant has incurred the expenditure shown on the claim,
  - the claimant has not made and will not make any other claim either under this scheme or to any other body or organisation in respect of the matter to which their claim relates,
  - in the case of **subsistence** expenses that the amount does not exceed the maximum authorised by the LEP Board in Schedule 3 of the scheme,
  - in the case of **car mileage expenses**, that:
    - no suitable alternative public transport was available (claimant to provide explanation) or there were special circumstances (to be specified by claimant), and
    - it was not reasonable for the claimant to have travelled with another LEP Board member or officer (claimant to provide explanation),
  - in the case of travel expenses for **taxi** costs incurred, that it was not reasonable to use public transport (claimant to provide explanation) and that the Head of Legal and Governance Services has agreed this in advance where reasonably practicable<sup>7</sup>.

Subject to any external timing constraints, or any other alternative arrangement approved by the Director of Corporate Services, payments shall be made:

- in respect of the Chair of the LEP's remuneration, in instalments of one-twelfth of the amount specified in this scheme on the last Thursday of each month<sup>8</sup>; and
- in respect of travelling, subsistence and dependent carers' expenses,

---

<sup>6</sup> For avoidance of doubt, please note that this requirement applies in relation to costs incurred abroad, and in the UK.

<sup>7</sup> See further Schedule 2

<sup>8</sup> Where a payment of one-twelfth of the amount specified in this scheme in respect of the Chair of the LEP's allowance would result in the Chair of the LEP receiving more than the amount to which, by virtue of paragraph 8, he or she is entitled, the payment shall be restricted to such amount as will ensure that no more is paid than the amount to which he or she is entitled.

on the last Thursday in each month for all fully completed claims received by the end of the previous week.

#### **11. Publishing remuneration and expenses paid**

This scheme shall be published on the LEP web-site.

A summary of remuneration and expenses paid under this scheme each year<sup>9</sup> shall be reported to annually to the LEP Board, and the summary shall subsequently be published on the Combined Authority's web-site, within 10 working days of the meeting at which it was considered.

---

<sup>9</sup> A year for this purpose is the financial year running from 1 April to 31 March.

## Schedule 1 - Approved duties

1. Meetings of the LEP Board.
2. Subject to prior agreement by the Head of Legal and Governance Services that
  - attendance is in the capacity **as a member of the LEP Board**,
  - the meeting represents **value for money**, and
  - the function or event is being held for the purpose of discussing non-political matters which relate to the **functions of the LEP**:
  - a) meetings of a non-political and non-party political nature, including with Ministers, Members of Parliament, European Members of Parliament, representatives of Government Departments and representatives of major companies, and
  - b) attending any of the following:
    - conferences, seminars and study courses<sup>10</sup>
    - representative function and events,
    - official functions and events,
    - responding to invitations to meet and/or address relevant organisations,
    - site visits, and
    - meetings with the Combined Authority or other Leeds City Region local authority officers.

---

<sup>10</sup> This provision does not extend to payment to any member of the LEP Board in respect of attendance at conferences convened by any body, the objects of which are wholly or partly political.



## Schedule 2 - Travel expenses<sup>11</sup>

Travel expenses to and from formal meetings of the LEP Board will only be payable in relation to travel within Leeds City Region.

Members of the LEP Board are expected to travel by bus, standard class rail or bicycle.

For meetings outside of the Leeds City Region, any rail travel shall be booked through the Combined Authority who will seek out the most reasonably priced tickets available, to be paid for directly by the Combined Authority, thus avoiding any claims for reimbursement.

First class rail travel must be approved as an exception in advance by the Head of Legal and Governance Services, where they are satisfied that there are special circumstances that justify first class travel.

In exceptional circumstances, where it is not reasonable to use public transport, a taxi may be used, subject to agreement in advance by the Head of Legal and Governance Services where reasonably practicable.

### Vehicle mileage expenses

Claims for **car mileage** expenses will only be paid where the Head of Legal and Governance Services considers that there is no suitable alternative public transport available or there are special circumstances. Where the Head of Legal and Governance Services agrees that car mileage expenses are to be paid, the following car mileage rates will be applied, **up to a maximum** of the lower of the relevant standard class bus or rail fare.

Car mileage expenses will not be reimbursed where the Head of Legal and Governance Services considers that it would have been reasonable for the claimant to have travelled with another LEP Board member or an officer.

A member of the LEP Board may claim specific reimbursement for expenditure incurred on tolls, ferries or parking fees as these are deemed to be additional to the basic car mileage rates.

---

<sup>11</sup> This reflects the Combined Authority's Allowances Scheme and is subject to periodic review

## Vehicle Mileage Rates - the HMRC mileage rates from time to time in force

Approved mileage rates		
	First 10,000 business miles in the tax year	Each business mile over 10,000 in the tax year
Cars and vans	45p	25p
Motor cycles	24p	24p
Bicycles	20p	20p

### Passenger Rates

Where a member of the LEP Board carries a passenger they can claim the HMRC approved passenger mileage rate of 5p per passenger mile, in addition to the applicable mileage rates for motor cars.

## Schedule 3 - Subsistence expenses

In each instance only the actual cost incurred may be claimed, with the following being the **maximum rates** claimable:

### Day Subsistence Rates

<b>Breakfast expenses</b>	<b>£8.28</b>
<b>Lunch expenses</b>	<b>£11.28</b>
<b>Tea expenses</b>	<b>£4.54</b>
<b>Evening meal expenses</b>	<b>£14.09</b>

**Note:** The current total daily maximum subsistence claimable (£38.19) should not be disaggregated and applied to specific meals but a 24 hour maximum claimable to be spent upon subsistence as required.

### Overnight accommodation

All overnight accommodation should be booked through the Combined Authority who will seek out the most reasonably priced accommodation available, to be paid for directly by the Combined Authority, thus avoiding any claims for reimbursement.

### Meals Provided Free Of Charge

A member of the LEP Board must deduct an appropriate amount from any claim for subsistence, in respect of any meals provided free of charge by an authority or other body during the period to which the claim relates. Expenses cannot be claimed where a free meal has been provided.

### Meals Taken On Trains

Where main meals are taken on trains during the period for which there is an entitlement to subsistence expenses, the reasonable cost of meals (including VAT) shall be reimbursable in full. This will replace the specific maximum rates set out above.

This page is intentionally left blank

## Annual report on Remuneration and Expenses paid to LEP Board Members in the financial year to 31 March 2021

In accordance with the requirements of paragraph 11 of the LEP Board Members' Remuneration and Expenses Scheme, notice is hereby given that the amounts paid by way of remuneration and expenses to members of the Leeds City Region LEP Board during the financial year ending 31 March 2021 were as set out below.

<b>Remuneration</b> <b>Period: Year ending 31 March 2021</b>	
<b>Name of member</b>	<b>Remuneration £</b>
Marsh, Roger (Chair of the LEP)	60,000

<b>Expenses</b> <b>Period: Year ending 31 March 2021</b>	
<b>Name of member</b>	<b>Expenses £</b>
N/A	NIL

This page is intentionally left blank

---

**Report to:** Leeds City Region Enterprise Partnership Board (LEP)

**Date:** 9 June 2021

**Subject:** **Equality and Diversity Policy and Statement**

---

**Director:** Alan Reiss, Director Strategy, Communications and Policing

**Author(s):** Julie Haigh, Senior Executive Support Officer

---

## **1 Purpose of this report**

- 1.1 To adhere to the commitment within the LEP Equality & Diversity Policy & Statement (EDS) that it be reviewed by the Board as a minimum every year at the Board's annual meeting and any changes or recommendations are to be agreed by the Board. The current Statement is at **Appendix 1**.
- 1.2 The EDS commits to the Board receiving an annual report outlining the measures taken in connection with Board and sub group membership recruitment and therefore contained within this report are details of these measures and subsequent outcomes of any Board and Panels refresh conducted since the last annual meeting in September 2020.
- 1.3 The EDS also requires that at its annual meeting, the Board identifies a member of the Board to act as **Diversity Champion**.

## **2 Information**

- 2.1 Within the Local Assurance Framework submitted in March 2017 a new expectation was that each LEP must set out its rules governing its commitment to diversity. This includes a diversity statement explaining how the LEP will look to ensure diverse representation at Board and sub group level which is also reflective of their local business community, including geographies and protected characteristics. Revisions to the Assurance Framework arising from the West Yorkshire Devolution Deal for a Mayoral Combined Authority to be established were approved by the LEP Board at their November 2020 meeting and this EDS commitment remained.
- 2.2 The Equality Act 2010 defines the following as "protected characteristics": age, disability; gender reassignment, marriage and civil partnership; pregnancy and maternity; race; religion or belief; sexual orientation.
- 2.3 The EDS is to be reviewed annually and this last took place at the September 2020 Annual meeting when a commitment to ensure that the Board was compliant with the National Assurance Framework (NAF) and Government's 'Strengthened Local Enterprise Partnerships' (Strengthened LEPs) review, by 31 March 2020 in regard to Leadership and capacity **was met**. This

requirement was to ensure that by 2020 at least one third of members of the Board are women and that the Board should otherwise reflect the diversity of the City Region. There is a further expectation for equal representation by 2023 and in future Member refresh and recruitment campaigns the LEP will strive to achieve this requirement by 2023, if not before.

### **Composition of the Board**

- 2.4 The table in **Appendix 2** details the composition of the Board.
- 2.5 In order to comply with the requirements of the NAF and Strengthened LEPs, a recruitment exercise was carried out in Spring 2020 to ensure that the diversity and representation stipulations were met. The recruitment process focused particularly on driving inclusive leadership, with specialist measures to increase diversity resulting in a Board composition which **met the requirements** of both the NAF and the Strengthened LEPs review and the commitment of the Board at their February 2020 meeting to the diversity agenda that by 2020 at least one third of members of the LEP Board are women.
- 2.6 The LEP will continue to monitor the composition of its Board and Panels in this regard in order to enhance these measures and will seek to redress any imbalances through proactive targeted recruitment.
- 2.7 In accordance with the Diversity Statement all private sector members of the Board and its sub groups received equality and diversity overview training in August 2020. This training is to be provided every three years or whenever deemed necessary and was previously carried out in June 2018.

### **Appointment of private sector LEP Board Members to CA Committees**

- 2.8 Recruitment of private sector Panel Members also took place alongside that of the Board in Spring 2020. These appointments resulted in the total number of private sector members of the LEP (Board and Panels) being 40, 14 of which are women (35% of total private sector members).
- 2.9 Since the recruitment exercise in Spring 2020 to ensure that the diversity and representation stipulations and requirements of the NAF and Strengthened LEPs being met, the following Board members have also been appointed as Panel members:

<b>Board Member:</b>	<b>Panel:</b>	<b>Appointment date:</b>
Helen Featherstone	Place Panel	September 2020
Kamran Rashid	Inclusive Growth & Public Policy Panel	September 2020
Kully Thiarai	Inclusive Growth & Public Policy Panel	September 2020
Mandy Ridyard	Business Innovation & Growth Panel	April 2021



- 2.10 In addition, eleven existing Panel members' terms of office were due to expire in December 2020. To ensure continuity at that time whilst work was still underway in relation to the West Yorkshire devolution deal and MCA ready preparations, it was approved by the Board at their November 2020 meeting to extend these Panel members' terms of office by **one further year** in order to continue to reflect the local business community, including geographies and protected characteristics on these Panels.

### **LEP Diversity Champion**

- 2.11 The role of the LEP's Diversity Champion is to ensure that the Board understands its role in promoting diversity and inclusion and eliminating discrimination, providing appropriate challenge and highlighting opportunities.
- 2.12 Since Board approval at its February 2020 meeting, Kate Hainsworth has fulfilled the role of the LEP's Diversity Champion, and has also been a voting member of the Inclusive Growth and Public Policy Panel. The EDS requires that at its annual meeting, the Board identifies a member of the Board to act as **Diversity Champion**. It is therefore proposed that Kate Hainsworth continues in this position.

### **Next steps on recruitment beyond 2021**

- 2.13 In future a key, but not exclusive, focus will be to attract business leaders within the digital, creative, health, care sectors and social enterprise and to have high regard for our Diversity and Equality Policy. The requirement of equal gender representation on the Board will also apply for all future recruitment campaigns. Further to the National Local Growth Assurance Framework (2019) the EDS statement acts as our commitment to strive for equal gender representation on the LEP Board by 2023, if not before.
- 2.14 We will continue to research and reach out to ethnic minority groups and women in business networks to attract a greater diversity of applicants for future recruitment campaigns. The LEP will continue to strive to do more proactive engagement to build on these networks, including those linked to ethnic minority business communities.
- 2.15 Also in preparation for the next recruitment campaign, and to ensure full consideration of the Equality and Diversity Policy and Statement during this process, members of future Interview Panels will in turn also receive more in depth diversity and equality briefing, ahead of conducting future interviews.
- 2.16 Going forward, the LEP will continue to monitor the composition of its Board in this regard to enhance these measures and will seek to redress any imbalances through proactive targeting.
- 2.17 Following the Inclusive Growth Panel's proposed dissolution and the intention for inclusive growth to be a 'golden thread' through all Committees, it is proposed that each Committee will have an Inclusivity Champion. They will be tasked with building on the approach already agreed under the Panel structure, to ensure that equality, diversity and inclusion is fully embedded in the objectives of the committees. Options are being developed for bringing together the individual Champions on an advisory basis. Each Committee will

have dashboard indicators from the Inclusive Growth Framework embedded in their work.

- 2.18 The Mayor has also suggested that each Committee's Inclusive Growth Champion might work collectively with an Inclusivity Champion proposed as part of her manifesto pledges to ensure the Region's recovery benefits all.

### **Wider Equality and Diversity activities overseen and/or involving the Diversity Champion**

#### *Policy development*

- 2.19 Since the last report to Board members in September 2020, the Inclusive Growth and Public Policy Panel (on which the LEP Diversity Champion also sits as a voting member) has continued in its role of advising the LEP Board and Combined Authority on policy in relation to diversity, equality and inclusion matters, including in the context of issues around the pandemic and the regional economic recovery planning work led by the West Yorkshire Economic Recovery Board.
- 2.20 In December, the Panel finalised the draft Inclusive Growth Framework for the region to promote well-being, the acquisition of relevant and transferable skills, inclusive digital and transport connectivity, and good work for everyone, with an overall view to delivering an inclusive economic recovery.
- 2.21 LEP Board members endorsed the Framework in January as part of the wider SEF, and it was adopted by the Combined Authority in March. Members may recall the LEP Board welcomed the Framework's goals and ambitions to address socio-economic inequalities and agreed the following:
- The need for Inclusive Growth to be fully embedded into the region's assurance framework to ensure all funded interventions drive inclusive outcomes and equality.
  - Recognition of the key role of the third sector, working with the public and private sectors, in ensuring an inclusive economic recovery.
  - Support for the proposed working indicator set to performance manage the delivery of Inclusive Growth, with proposals to also include healthy years of life as a key measure of progress, an "early years" wellbeing measure, and compare the proposed indicators against World Happiness Report indicators.
  - Within each headline indicator, there is also a need seek to understand the disproportionate impact of the pandemic eg, on unemployed young people and over 50s, disabled people, and some ethnic minority groups.
  - There was also strong support expressed for a pipeline of proposed Inclusive Growth interventions, and in February the Board's in-principle support was agreed for a short list of 'early win' interventions, including support for the Voluntary, Community and Social Enterprise Sector, the development of a Good Work Standard, and the measures to promote broader workforce wellbeing, including Social Prescribing.

- 2.22 It was recognised that the new Framework will need to strongly shape and inform the ongoing work of all Panels and Committees. And it was agreed by the LEP that a section for 'Inclusive Growth Implications' should be included in all future reports. These, and other measures, including: the use of appropriate Inclusive Growth indicators to performance manage the work of Panels and Committees; the identification of Inclusive Growth Champions for each Panel/Committee; and the proposed appointment by the Mayor of an Inclusivity Champion for the region, will all help to ensure that the region's recovery benefits everyone.

#### *Learning and development*

- 2.23 Subsequent to the delivery of a pilot session on unconscious bias with members of the Inclusive Growth and Public Policy Panel on 4<sup>th</sup> December 2020 - potentially as a model to be rolled out to other regional Panels, Committees and Boards - Government Ministers announced its conclusion that unconscious bias training does not achieve its intended aims and it will therefore be phased out in the Civil Service. Government encouraged other public sector employers, including Local Authorities, to do likewise. Government's preferred approach going forward is to integrate principles for inclusion and diversity into mainstream core training and leadership learning modules in a manner which facilitates positive behaviour change. It was also announced that a new strategy setting out the preferred approach of Government - with a stronger focus on engaging measurable action - will be published this year. It is anticipated that the strategy, once published, will inform our approach to providing related learning and development to Committee and Board members that promotes greater diversity and inclusion.

#### *Research and Intelligence*

- 2.24 The development of the Inclusive Growth Framework's working dashboard of indicators has placed a spotlight on various limitations in data availability, in particular in terms of the granularity and statistical reliability of core Office for National Statistics (ONS) survey products, such as the Annual Population Survey and Labour Force Survey which provide little if any insight at regional level on disadvantaged groups which therefore constrains our understanding of the role and contribution of these groups and how we can work with and support them. And other flagship ONS surveys – such as the Wellbeing Survey – are typically designed to provide national insight and provide little by way of regional or local insight. Whilst it is recognised that there are practical limitations which ONS face in improving the reliability (which recognises the sample sizes underpinning key surveys) it is considered that more focus could be given to issue of intersectionality, ie improving data on individuals with multiple characteristics, particularly those in multiple disadvantaged groups across ONS core survey's and data products.
- 2.25 West Yorkshire Combined Authority therefore responded to UK Statistics Authority's recent Inclusive Data Consultation, highlighting key policy issues and themes which would benefit from improved data at regional level, including:

- The economic contribution of the third sector, including structure, composition, employment and turnover data, given its role in driving an inclusive economic recovery.
- Improved data on the socio-economic characteristics of ethnic minority groups and communities.
- Generally more reliable baseline data and intelligence for all people and groups defined under protected characteristics – by extension much better socio-economic appreciation of these groups and their participation the labour market.

2.26 In recognition of the third sector's role in working in partnership with the public and private sectors in delivering an inclusive economic recovery, and the limited availability of national data sets, research has been commissioned to measure the scale of the region's third sector and its overall economic impact. It is anticipated that the research will be complete in the Summer with the view of helping to inform our inclusive growth policy.

### **The LEP/Combined Authority as an employer**

2.27 Internally the organisation has continued to improve the profile of diversity issues within the workforce and our profile as an employer. These measures have included:

- The successful roll out a Diversity, Equality and Inclusion intranet site detailing our work on diversity, and how staff across the organisation are working to ensure that we become a more diverse organisation.
- Established a Black, Asian and Minority Ethnic network group of officers supported by and with links to the Senior Leadership Team. This group is helping the organisation to evolve and improve its internal culture and working practices.
- Establishment of a Gender Equality Group which has already made recommendations to the Senior Management Team which have been adopted e.g. created a caregivers survey to identify the key issues facing staff during the COVID-19 lockdowns and proposed solutions. SLT considered the outcomes and agreed some temporary adjustments to the organisations flexible working arrangements in order to support staff with caregiving responsibilities.
- Imminent established of an LGBTQIA+ group to bring staff together and support the organisation in tackling issues of discrimination and inclusivity relating to sexual orientation.
- Enhancing the role of a Senior Leadership Team Diversity Champion by embedding this in all diversity and equality groups throughout the organisation.
- Established a Public Sector Equality Duty compliance group which is developing an action plan to include more explicit embedding of the PSED in our decision-making processes.
- Delivered the first of an expected series of training on the Public Sector Equality Duty, which around 180 staff have attended to date.
- Reviewed and refreshed recruitment processes which have now been rolled out to improve the diversity of the organisation.

- Reinforcement of the requirement of Equality Impact Assessments and the relevant training provided to staff.
- Ongoing commitment to provide training on unconscious bias, diversity and inclusion.
- Diverse images are now common place in our communications and on our communication channels
- We are committed to continuing our efforts to be an organisation that celebrates and promotes diversity.

2.28 The Senior Leadership is also producing a new vision for the organisation's approach to Equality, Diversity and Inclusion, about which it is going to consult staff.

### **3. Tackling the Climate Emergency Implications**

3.1 It is proposed that the committee responsible for tackling the climate emergency will have an inclusivity champion, whose role will be to support the committee in ensuring that equality and inclusivity are embedded within its objectives.

### **4. Inclusive Growth Implications**

4.1 As set out above, particularly at 2.21, the LEP has recently adopted an Inclusive Growth framework and indicator set to drive and measure delivery.

### **5. Equality and Diversity Implications**

5.1 The whole report above is about improving the LEP's approach to equality, diversity and inclusion issues. Whilst this has always been important, it is known that the pandemic has had a disproportionate affect on certain communities and widened inequalities. This work is a key priority for the LEP going forward.

### **6 Financial Implications**

6.1 None.

### **7 Legal Implications**

7.1 None.

### **8 Staffing Implications**

8.1 None.

### **9 External Consultees**

9.1 None.

### **10 Recommendations**

- 10.1 That the Board notes and provides any comments on the contents of this report.
- 10.2 That the Board approves the attached Equality & Diversity Policy & Statement which forms part of the LEP's Assurance Framework.
- 10.3 That the Board approves Kate Hainsworth to continue in the position of LEP Diversity Champion.

## **11 Background Documents**

- 11.1 None.

## **12 Appendices**

Appendix 1 - Leeds City Region Enterprise Partnership Equality and Diversity Policy including Diversity Statement

Appendix 2 - Board composition



## **Leeds City Region Enterprise Partnership (LEP)**

### **Equality and Diversity Policy including Diversity Statement**

#### **Introduction**

In order to deliver significant growth and productivity gains we aim to remove all barriers to achieving economic performance, resulting in tangible economic benefits to our businesses, residents, visitors, workforce and diverse communities. Our diverse communities will benefit from strong economic growth and no community will be excluded from full participation in economic life and progress.

The competitive advantage arising from local diversity will be harnessed to drive growth. We aim to integrate equality into all that we do, and the work that others do on behalf of the Leeds City Region.

#### **What is Equality and Diversity?**

Equality is ensuring individuals or groups of individuals are not treated differently or less favourably, on the basis of their specific protected characteristic, including race, gender, disability, religion or belief, sex, sexual orientation, age, gender reassignment, pregnancy and maternity, marriage and civil partnership.

Diversity aims to recognise, respect and value people's differences to contribute and realise their full potential by promoting an inclusive culture for all.

Diversity and equality issues impact everyone in the Leeds City Region area, hence we are committed to removing barriers that might restrict people and continue to work towards positive change.

#### **Commitment required**

The LEP is committed to achieving diversity and equality of opportunity both as a partnership and as a commissioner of services. In practice this means doing what we can to positively promote equality and diversity across the delivery of projects, programmes and services and in relation to our own structure.

The LEP promotes equality of opportunity and does all it can to ensure that no member of the public, service user, contractor or staff member working within a partner organisation will be unlawfully discriminated against.

## **What we will do**

The LEP will engage with all stakeholders and be inclusive and transparent in all communications. Our priorities and objectives mostly deliver an equality impact, for example, by targeting key sectors, priority groups, and local communities. In addition, we will work with our partners to ensure that all project development, commissioning and tendering procedures support the following principles:

- Advancing equality of opportunity;
- Showing our commitment to support those with a protected characteristic into enterprise and employment;
- Ensuring the elimination of unlawful discrimination, harassment and victimisation.

We will ensure barriers to equality are being proactively tackled at delivery level and in delivering our equality and diversity policy we will:

- Assess the impact on equality as we develop our strategies, policies and programmes, and consider what actions, if any, may be appropriate to improve any identified adverse impacts;
- Through West Yorkshire Combined Authority role as the accountable body, monitor our social, environmental and economic impact and the impact on equality as we implement our strategies, policies and programmes;
- Be open and transparent and publish all information regarding our progress on achieving equality and diversity;
- Work in partnership with the range of local, regional, and national organisations to create new and better actions;
- Provide excellent customer care by ensuring that services are provided by knowledgeable and well-trained staff who understand the needs of their communities; and
- Promote best practice.

## **Diversity Statement regarding LEP Board and Advisory Panel (CA Committees) membership**

It is recognised that the composition of representatives on the LEP is important as a breadth of interests must be taken into consideration to ensure that growth strategies are relevant, representative and widely supported across the Leeds City Region. The aim of each recruitment exercise for private sector representatives is to promote and achieve representation that reflects the diversity, industry and geography of the region.

Selection of private sector representatives by the LEP Board for LEP Board membership will be on the basis of aptitude and ability, in accordance with the LEP's Recruitment and Appointment Procedure for Private Sector Representatives. The Recruitment and Appointment Procedure also covers appointments of private sector representatives to the Advisory Panels appointed by the Combined Authority which report to the LEP Board. We encourage applications from all diverse backgrounds



and endeavour to recruit openly from our community so that the LEP Board as a whole reflects regional diversity in terms of the protected characteristics.

Further to the National Local Growth Assurance Framework (2019) this statement acts as our commitment to ensure that by 2020 at least one third of members of the LEP Board are women with an expectation for equal representation by 2023. We confirm that our 2020 commitment was achieved in April 2020. We ensure that all members of the LEP Board including any co-optees have equality and diversity training.

## **Responsibilities**

The ultimate responsibility for our policy rests with the LEP Board members to ensure that there are systems in place to put this policy into practice on a day-to-day basis.

The LEP is responsible and accountable for the implementation of this policy and for ensuring we fulfil our role in addressing diversity issues by promotion of this policy.

At its annual meeting, the LEP Board identifies a member of the LEP Board to act as **diversity champion**. Their role is to encourage diversity and ensure that the LEP is acting in line with this policy (including the diversity statement).

The LEP Board **Members' Code of Conduct** requires each member of the LEP Board to act consistently with this policy (including the diversity statement). They are obliged by the Code not to do anything which may cause the LEP Board or the Combined Authority to breach any duty relating to equality or contribute to any failure to comply with the LEP's policy.

Combined Authority officers serve both the LEP and the Combined Authority. They must comply with the Combined Authority's **employee equality and diversity policy**.

## **Review and monitoring**

This policy (including the diversity statement) is reviewed by the LEP Board as a minimum every year at the LEP Board's annual meeting, at which the LEP Board also receives an **annual report on diversity** discussing progress in encouraging diversity (including the gender balance) on the LEP Board, and how improvements can be made.

This page is intentionally left blank

## LEP Board composition as at June 2021

Member	Geography	Sector	Business Size /Local Authority
Roger Marsh, OBE	Leeds	Professional Services	Large
Prof Shirley Congdon	Bradford	Higher Education	Large
Helen Featherstone	Wakefield	Culture	Medium
Kate Hainsworth	Leeds	Third sector	Medium
Amir Hussain	Bradford	Architect/professional services	Small SME
Rashik Parmar, MBE	Leeds	Technology	Large Corporate
Simon Pringle	Leeds	Commercial Strategy	Medium SME
Kamran Rashid	Bradford	Third Sector	Medium SME
Mandy Ridyard	Bradford	Manufacturing	Medium SME
Mark Roberts	Leeds	Retail	Medium SME
Kully Thiarai	Leeds	Culture	Medium
Andrew Wright	Huddersfield	Engineering	Medium SME
Tracy Brabin	West Yorkshire	Public	Local Authority
Cllr James Lewis	Leeds	Public	Local authority
Cllr Susan Hinchcliffe	Bradford	Public	Local authority
Cllr Denise Jeffery	Wakefield	Public	Local authority
Cllr Shabir Pandor	Kirklees	Public	Local authority
Cllr Tim Swift	Calderdale	Public	Local authority

This page is intentionally left blank

---

**Report to:** Leeds City Region Enterprise Partnership Board (LEP Board)

**Date:** 9 June 2021

**Subject:** **Scrutiny Annual Report 2020/21**

---

**Director:** Angela Taylor, Director, Corporate and Commercial Services

**Author:** Khaled Berroum, Scrutiny Officer

---

## **1. Purpose of this report**

- 1.1 To present the LEP Board with the scrutiny annual report which provides a summary and highlights of the work undertaken by the Overview and Scrutiny Committee during the 2020/21 municipal year.

## **2. Information**

- 2.1 Every year, the Combined Authority's Overview and Scrutiny Committee produces an annual report providing a short summary of their activities in that municipal year including the topics they scrutinised and reviewed, the agendas for their meetings, any outstanding issues being monitored and their plans for the following year.
- 2.2 This annual reports are published and available to read on the Scrutiny section of the Combined Authority's website here: <https://www.westyorks-ca.gov.uk/about-us/governance-and-transparency/scrutiny/>
- 2.3 The Scrutiny Annual Report 2020/21 is attached at **Appendix 1**.

## **3. Tackling the Climate Emergency Implications**

- 3.1 There are no climate emergency implications directly arising from this report.

## **4. Inclusive Growth Implications**

- 4.1 There are no inclusive growth implications directly arising from this report.

## **5. Equality and Diversity Implications**

- 5.1 There are no equality and diversity implications directly arising from this report.

## **6. Financial Implications**

6.1 There are no financial implications directly arising from this report.

## **7. Legal Implications**

7.1 There are no legal implications directly arising from this report.

## **8. Staffing Implications**

8.1 There are no staffing implications directly arising from this report.

## **9. External Consultees**

9.1 No external consultations have been undertaken.

## **10. Recommendations**

10.1 That the Scrutiny Annual Report 2020/21 is noted.

## **11. Background Documents**

11.1 None.

## **12. Appendices**

12.1 Appendix 1 – Scrutiny Annual Report 2020/21

# Annual Report 2020/21

## Overview and Scrutiny Committee

May 2021

# Contents

Introduction .....	3
What is ‘Overview and Scrutiny’? .....	3
Membership 2020/21 .....	4
Spokespersons .....	5
Chair’s foreword .....	6
Work Programme 2020/21 .....	7
Summary of 2020/21 Work Programme .....	8
Working groups .....	9
2020/21 Highlights .....	10
Future scrutiny arrangements – conclusions and recommendations .....	10
Economic issues: COVID-19 impact and economic recovery .....	11
Transport issues: mass transit and connectivity plans .....	12
Next steps in 2021/22 .....	15
The Mayor .....	15
The main priorities .....	15
Postponed reviews .....	15
Find out more and get involved .....	16
Get in touch .....	16



# Introduction

This annual report provides a general summary of overview and scrutiny work undertaken during the 2020/21 municipal year and any conclusions and recommendations made.

## What is 'Overview and Scrutiny'?

Overview and Scrutiny (shortened to scrutiny) acts as a check and balance to decision makers at the West Yorkshire Combined Authority, Leeds City Region Enterprise Partnership (the LEP) and their partners. It holds them to account for:

- the policies they adopt
- the money they spend
- the services they provide

Scrutiny **investigates, influences, reports and recommends** ways to strengthen policies, improve services, ensure best value for money and secure long-lasting positive outcomes for local people.

Although scrutiny does not have the power to make or block any decision of the Combined Authority (or the LEP), it does have the power to:

- 'call-in' decisions and make a case for them to be formally reconsidered or changed
- oblige the Combined Authority to respond to its recommendations publicly within two months
- require any member (or senior officer) of the Combined Authority to appear before it

All scrutiny work is led by an independent, politically-balanced group of elected councillors known as the Overview and Scrutiny Committee.

## Membership 2020/21

Each of the five constituent councils (Bradford, Calderdale, Kirklees, Leeds and Bradford) and the non-constituent council (York) nominate three members each to the committee.

The Chair of the Committee must also, by law, be a member of a different party to the mayor or the biggest party on the Combined Authority.

*Due to the postponement of elections and annual councils in 2020 due to the ongoing pandemic, the membership for this municipal year was rolled over from the previous year.*

**Chair:** Cllr Peter Harrand (June 2019 – present)

**Deputy Chair:** Cllr James Baker (September 2019 – present)

## Members 2020/21

District	Member	Substitutes
<b>Bradford</b>	Cllr Sarfraz <b>Nazir</b>	Cllr Joanne Dodds
	Cllr Rosie <b>Watson</b>	Cllr Carol Thirkill
	Cllr Geoff <b>Winnard</b>	Cllr Naveed Riaz
<b>Calderdale</b>	Cllr Stephen <b>Baines</b>	Cllr Scott Benton (until March 2021)
	Cllr James <b>Baker</b>	Cllr Ashley Evans
	Cllr Dot <b>Foster</b>	Cllr Steve Sweeney
<b>Kirklees</b>	Cllr Paul <b>Davies</b> (until 25 Nov 2020)	Cllr James Homewood
	Cllr Eric <b>Firth</b> (from 25 Nov 2020)	Cllr Rob Walker
	Cllr Yusra <b>Hussain</b>	Cllr Michael Watson
	Cllr Richard <b>Smith</b>	
<b>Leeds</b>	Cllr Peter <b>Harrand</b>	Cllr Neil Buckley
	Cllr Jacob <b>Goddard</b>	Cllr David Jenkins
	Cllr Christine <b>Knight</b>	Cllr Kayleigh Brooks
<b>Wakefield</b>	Cllr David <b>Jones</b>	Cllr Harry Ellis
	Cllr Betty <b>Rhodes</b>	Cllr Lynne Whitehouse
	Cllr Olivia <b>Rowley</b>	Cllr Martyn Ward
<b>York</b>	Cllr Stephen <b>Fenton</b>	Cllr Anne Hook
	Cllr Peter <b>Kilbane</b>	Cllr Claire Douglas
	Cllr Edward <b>Pearson</b>	Cllr Simon Daubeney

## Spokespersons

The committee also appoints a few members to act as spokespersons in key policy areas and so that they can maintain oversight of certain issues outside of committee and working group meetings.

Spokesperson(s)	'Portfolio'
Cllr Stephen Baines	<i>Business growth</i>
Cllrs Rosie Watson & Geoff Winnard	<i>Corporate issues</i>
Cllr David Jones	<i>Employment &amp; skills</i>
Cllr James Baker (Deputy)	<i>Environment</i>
Cllr Peter Harrand (Chair)	<i>Financial &amp; strategic issues (incl devolution)</i>
Cllr Dot Foster	<i>Transport</i>

## Chair's foreword

Cllr Peter Harrand is a Leeds Councillor representing Alwoodley and has chaired Overview and Scrutiny since June 2019.

Last year I wrote about how eventful my first year as Scrutiny Chair had been with the unexpected and devastating COVID-19 pandemic which affected people and businesses significantly.

Continuing our work from last year, this year scrutiny continued to maintain an overview over COVID related recovery and support efforts, and also began to scrutinise the organisation's mayor-ready preparations including internal corporate matters and changes to governance structures.

We dedicated some time to finance matters as this year has provided some challenging budget setting and business planning decisions in a difficult post-COVID, post-Brexit, post-devolution transition.

One of our top priorities last year was to begin looking at how we could improve scrutiny itself to ensure that there is an active, strong and properly resourced scrutiny function at a Combined Authority which spends on average £1 million a day due to increase after the mayor is elected and new funding released.

As a result of this work, the Combined Authority decided to triple the number of scrutiny committees and members, commit to employing more scrutiny officers and support scrutiny putting in place a number of plans for questioning and scrutinising the new mayor and their activities.

This means I will be the last *sole* Chair of Overview and Scrutiny at the Combined Authority and as always I would like to thank all members of the committee, who I hope will return next year, and all the officers who support scrutiny in its work and all those who gave evidence to the committee and the working groups this year – their contributions are invaluable.



**Councillor Peter Harrand**

**Chair, Overview and Scrutiny Committee  
West Yorkshire Combined Authority**

# Work Programme 2020/21

Scrutiny determines its work programme at the beginning of each new municipal year in July when members choose which issues from previous years to revisit and those coming up in the year ahead they want to look at more closely.

The Combined Authority and the LEP support scrutiny's work programming by outlining the key pieces of work and significant decisions planned or expected throughout the year.

Every year the Combined Authority and LEP agree a **Corporate Plan**<sup>1</sup> which outlines their ambitions and targets. Last year, the Combined Authority and the LEP committed themselves to four long term ambitions:

1. 'Enabling inclusive growth'
2. 'Delivering 21st Century transport'
3. 'Boosting productivity'
4. 'Supporting clean growth'

Other key priorities for the Combined Authority and LEP in the 2020/21 municipal year included:

- Finalising into law the mayoral devolution deal for West Yorkshire agreed in March 2020
- Ensuring the organisation is 'mayor-ready' and overseeing the first ever West Yorkshire mayoral election, following final approval by Parliament
- Continue to support people and businesses throughout the COVID-19 pandemic and lead the region's long term economic recovery
- Prepare the region for the country's exit from the European Union and support businesses during the transition
- Support the transport sector and transport users throughout the pandemic
- Continue developing the region's mass transit and connectivity plans in partnership with bus and train operators

The work programme of the main committee and its working groups are outlined below and highlights from some of the key issues considered are explained in more detail in the following section.

---

<sup>1</sup> <https://www.westyorks-ca.gov.uk/media/3362/corporate-plan-18-19.pdf>

## Summary of 2020/21 Work Programme

<b>10 July 2020</b>	<ol style="list-style-type: none"> <li>1. Governance arrangements</li> <li>2. Work programme approval</li> <li>3. Annual report 2019/20</li> <li>4. Mayoral devolution update</li> <li>5. COVID-19 recovery plan</li> <li>6. Corporate performance monitoring</li> </ol>
<b>11 September 2020</b>	<ol style="list-style-type: none"> <li>1. Mayoral devolution update</li> <li>2. COVID-19 recovery</li> <li>3. Working group updates</li> <li>4. Corporate performance monitoring</li> </ol>
<b>13 November 2020</b>	<ol style="list-style-type: none"> <li>1. Mayoral devolution update</li> <li>2. Working group updates</li> <li>3. Scrutiny review report and recommendations</li> <li>4. Corporate performance monitoring</li> <li>5. Assurance Framework review</li> </ol>
<b>22 January 2021</b>	<ol style="list-style-type: none"> <li>1. Mayoral devolution update</li> <li>2. COVID-19 recovery update</li> <li>3. Brexit and economic update</li> <li>4. Budget 2021/22 and corporate planning</li> </ol>
<b>19 March 2021</b>	<ol style="list-style-type: none"> <li>1. Future scrutiny arrangements</li> <li>2. Mayoral devolution update</li> <li>3. WY mass transit and connectivity plan</li> <li>4. Budget, gainshare and corporate performance</li> </ol>
<b>22 May 2021</b> (held as a workshop due to COVID-19 remote meeting legislation lapsing)	<ol style="list-style-type: none"> <li>1. Future proposed CA committee structure</li> <li>2. Future scrutiny arrangements and next steps</li> <li>3. Annual report 2020/21</li> </ol>

## Working groups

To support its work this year, the Overview and Scrutiny Committee also set up two working groups to focus on reforming scrutiny and governance ahead of the first mayor's election and oversight of corporate preparations to make the organisation mayor ready.

Working groups are smaller groups of members that undertake scrutiny work outside of committee meetings and then report back to the main committee either through periodic updates at committee meetings and/or with a final end-of-task report when their work is complete.

	Finances & Corporate working group	Governance & Scrutiny working group
<b>Members</b>	Cllr Stephen Baines* Cllr Paul Davies (until Nov 2020) Cllr Jacob Goddard (until Jan 2021) Cllr Rosie Watson Cllr Peter Harrand Cllr Olivia Rowley Cllr Geoff Winnard	Cllr James Baker* Cllr Dot Foster Cllr Peter Harrand Cllr Andrew Hollyer Cllr Yusra Hussain Cllr David Jones
<b>Task</b>	<p>To scrutinise and maintain oversight of the development of new financial arrangements/strategies and organisational and corporate processes/systems – including workforce planning and any matters related to policing.</p> <p>To provide input or make recommendations regarding:</p> <ul style="list-style-type: none"> <li>• New assurance framework</li> <li>• Financial strategy and arrangements</li> <li>• Budget and business planning</li> <li>• Any changes to corporate systems/processes</li> </ul>	<p>To scrutinise the development of new governance, decision making, and scrutiny arrangements – including any matters related to policing.</p> <p>To provide input into and/or make recommendations regarding:</p> <ul style="list-style-type: none"> <li>• New governance structure</li> <li>• New scrutiny arrangements</li> </ul>

*\*Lead member*

## 2020/21 Highlights

This section outlines some highlights and contributions made by scrutiny in 2020/21.

### Future scrutiny arrangements – conclusions and recommendations

The Committee set up a working group to undertake a review of current governance and scrutiny arrangements and make recommendations ahead of the finalisation of the devolution deal which would create an elected mayor to lead the Combined Authority as well as increase its powers, functions and funding.

The working group considered how scrutiny operates in other regional authorities including Greater Manchester and Greater London and also considered the differences between local scrutiny models and methods and what was different at a regional level and a much wider geography. Parliamentary and Assembly select committees were also taken into consideration.

Other issues discussed included greater training and support for members, member and chair role profiles, report formats including independent analysis and summaries, possible pre meetings for question planning, greater pre-decision scrutiny of key decisions/projects, the number (and role) of scrutiny officers, engagement with the public and stakeholders, and efficient use of working groups and spokespersons for overview.

In general, there was a consensus that any new combined authority scrutiny model will almost certainly need more resources and support staff, a higher public profile to better engage with the public/stakeholders and a more focused purpose that does not duplicate scrutiny-like work currently undertaken by other committees and advisory panels.

Ultimately the working group concluded by presenting three possible ways forward:

1. **Option 1 – one enhanced select committee:** A single committee (supported by permanent sub-groups focusing on certain areas such as pre decision scrutiny of key projects, public engagement and reviews) operating in 'select committee style' with a wider term of reference, greater operational resources, and significantly enhanced role profiles for scrutiny members and officers to support a more proactive, 'big picture' and strategic approach to scrutiny.
2. **Option 2 – three committees divided thematically:** Three co-equal committees each shadowing one of the main functions, directorates and committees of the Combined Authority in a more reactive, focused approach; one to look at economic policy/services/functions, one on transport policy/services/functions and one more generalist one to cover all other matters, incl. strategic (mayors plan), police and corporate issues. Each of these committees will also still be able to form subgroups and do reviews etc.
3. **Option 3 – two committees divided by function:** Two co-equal committees operating within a binary system where the overview (monitoring, reactive) and scrutiny (focused but proactive) parts are undertaken separately by different



committees allowing chairs, members and officers with particular experience to focus more closely on particular types of scrutiny which require different skills. Each of these committees will also still be able to form subgroups and do reviews etc.

On governance, the scrutiny working group had also concluded that the Combined Authority should review its governance structure ahead of the election of the mayor.

**The Committee ultimately voted near unanimously for Option 1 – the ‘single select committee + working groups’ approach and recommended this to the Combined Authority.**

The Combined Authority debated the options at its March meeting but ultimately chose to go for Option 2, in order to increase the number of scrutiny committees in operation as well as triple the number of scrutiny members and therefore backbench councillors involved in combined authority and mayoral scrutiny in future. It suggested dividing the three committees along the three themes of corporate, economy and transport.

The Combined Authority later discussed approaches for future committee structures, portfolio holder arrangements and decision making at its April 2021 meeting with a view to finalising a new structure, after the first mayor is elected at the June annual meeting.

## Economic issues: COVID-19 impact and economic recovery

The biggest issue facing the region, the country and the world since March 2020 has continued to be how to support people and the economy throughout the worst of the pandemic in addition to planning for the recovery.

The Committee held several sessions with key directors and teams responsible with monitoring the economic situation and overseeing business support services and programmes.

The Committee highlighted, amongst other things, that:

- Local authority and LEP business advisors have done a very good job in difficult circumstances during the pandemic to support businesses through it.
- Digital divide, which COVID-19 has revealed the true extent of. The necessity of home working and home schooling has left many of the most disadvantaged families even worse off unable to access basic services, including support and other services such as banking. A number of Combined Authority schemes and services aim to help bridge the divide, for instance by providing ICT equipment.
- The prospect of Brexit has reignited some challenges for local businesses with the most common being finances, supply chains and legal/staffing issues. Helping businesses navigate the post-EU regulatory landscape, which is in high demand, such as in determining point of origin and other new customs arrangements for European facing businesses. Some government funding is available to support this and business support teams at the Combined Authority have delivered workshops digitally during COVID and directed businesses to other available help.

- Helping newly unemployed people find new jobs or re-skill is a priority. Unemployment has disproportionately affected young people and people in service sectors. Even those still in employment have seen hours and wages reduced or have been furloughed unable to work. The Reboot programme in particular aims to help provide support in this area. Some questions about eligibility of furloughed or recently furloughed people being rehired or accessing support services. Members asked for clarification on these points and information on the impact of minimum wage increases in the current economic condition.
- Access to finance continues to be an issue for business throughout the pandemic. Although the authority cannot provide more funding to businesses than the government has provided, it has been able to help and support the economy where it can; advice to businesses, matching graduates looking for work to the needs of companies and continuing to pursue inward investment opportunities. It is also part of the LEP's role to connect businesses with existing business support across the region, e.g. Chamber of Commerce.
- 340,000 people in West Yorkshire are currently furloughed and national schemes are expected to end in October. The unemployment rate has slowly increased and is expected to increase further after furlough scheme ends.
- The situation for graduates is looking increasingly challenging and student graduate retention is a large part of the region's economic and social profile. Analysis could be done to see the effect on graduates in the region.
- Entrepreneurship is one of the focuses of the economic recovery strategy with funding ringfenced for start ups and graduate support. Emphasis in training and 'kickstarter' programmes to ensure that they lead to employment.
- The negatives of the pandemic have created some positivity in that people are rediscovering their local economies and innovating in how they deliver business services and sell products. Local markets have benefited, and the use of home deliveries has helped others compete better.
- Although most of the focus has been on weathering and recovering from COVID, there is an opportunity for authorities to work together to support more local 'community economies' in procurement, supply chains and services in the post-COVID world. No additional funding or powers are necessary, only regional coordination and conscious mutual support.

The Committee will continue to monitor the economy throughout the next municipal year.

## Transport issues: mass transit and connectivity plans

As part of the Combined Authority and Transport Committee's consultation into its much awaited plans for connectivity and mass transit in West Yorkshire, the Committee invited the Head of Transport Policy to answer questions on the consultation and plans.

The Committee highlighted, amongst other things, that:

- York's place in the strategy as the transport link is mutually important to York and both West and North Yorkshire. The elements of the connectivity plan relating to East Leeds in particular seek to connect to York and North Yorkshire and further work will be done to consider how to improve those links further when developing the mass transit plans.
- After the Transport for the North (TFN) integrated/smart ticketing project was ended by the government, the Combined Authority has continued conversations with the government on similar issues and the Williams Rail Review, which featured smart ticketing. The Combined Authority has also made its own progress in further developing its own ticketing offers and policies.
- Reliability of public transport and the systems being developed to support the network is integral to convincing people to continue using or switch to public transport in future. There have been improvements in real time tracking technology recently in terms of accuracy and also further information such as telling commuters how full the buses are is being introduced.
- As transport services are still delivered by different privately owned companies with different priorities, withdrawing an unprofitable service on one route will disrupt the entire connection that relies on that route's service. This makes the parts of the connectivity plans which include building on existing partnerships with transport operators including the Rail Forum and Bus Alliance, which seek to entrench a culture of joint decision making and consultation on things that effect multiple partners, vital to its success.
- In the past, mass transit plans for the region have been perceived as being Leeds-centric and effort should be undertaken to make it clear to the public that it is a regional plan that covers all of West Yorkshire – but still takes into account the numbers, where people are travelling to and from, which leans towards Leeds currently.
- It is important that the transport system supports economic habits, not just in terms of connecting residential areas to employment areas, but also in the timing of services so that shift workers who work 'irregular' shifts are still able to use public transport to travel to and from work.
- Historically transport funding was often ward based and led to situations where certain services stopped at a ward border. For future connectivity plans, although ward data and needs will provide context, they won't inform funding decisions directly. The aim is to approach connectivity at a regional strategic level.
- Although the connectivity plan and mass transit is concerned with a 'macro' level and strategic approach to the whole region, localised 'micro connectivity' issues and 'micro services' within certain areas should not be forgotten. E.g. smaller buses running shorter localised routes to local amenities such as leisure centres.

- Inclusion of 'seldom heard' groups has been a welcome priority in the consultation. Webinars were chosen as they achieved greater engagement than usual paper surveys. Invites and materials have been sent through partners and their distribution networks across the board including in education and business sectors.
- Other matters around inclusivity include the seeming disappearance of paper timetables from many bus stops which is not helpful for people without phone and internet access. Colleagues will look into proposals being developed in Greater Manchester about disabled passenger badges to help passengers who need priority seating even if they have non-visible disabilities.

The Committee to revisit this issue again after the consultation had concluded.

## Next steps in 2021/22

Next year, scrutiny will look and feel very differently as the Combined Authority triples the number of scrutiny committees and scrutiny members which will ensure that a lot more specialised scrutiny can take place on important corporate, transport and economic issues.

### The Mayor

Mayoral devolution is the biggest change to the Combined Authority since its establishment in 2014 and scrutiny has a clear responsibility to scrutinise and maintain oversight of the newly elected powerful mayor.

It is expected that each scrutiny committee will hold a Mayor's Question Time at least once within the municipal year in order to question the Mayor on their priorities and scrutinise their performance in delivering those priorities and services efficiently.

### The main priorities

COVID-19 remains one of the biggest crises the region has had to contend with in generations. The full implications of COVID-19 on the region and its economy are still to be determined but it is already clear that it will continue to have a significant long-term impact.

Now that the vaccination programme is progressing, the attention is once again shifting to economic recovery efforts which will have been overseen by the West Yorkshire Economic Recovery Board, a working group of the West Yorkshire Combined Authority, and scrutiny will continue to monitor the economy and actions being taken in support of recovery.

The other priorities around the climate emergency, improving transport, boosting productivity and inclusive economic growth must also be considered as well as any new priorities chosen by the incoming Mayor.

### Postponed reviews

Just prior to the outbreak of COVID-19 in the UK, a scrutiny working group begun speaking to key private sector members and local academics and experts in order to gain some insight into what work on climate emergency is being done and what could be done better. Although COVID-19 interrupted the initial work, the committee has resolved to pass the issue onto the new committees in the coming year to consider continuing that work.

Prior to COVID-19, another working group had also just completed the evidence gathering stage of its review into the business grants and support schemes by making a series of site visits to local businesses across the city regions to interview SME business owners before the lockdown was imposed as a result of the COVID-19 outbreak. This naturally affected not just the review but the economic conditions and the experience of businesses that the review was investigating. Consequently, the committee will also pass this review onto the new economy scrutiny committee to consider as part of its wider COVID-19 recovery related scrutiny work.

## Find out more and get involved

Find out more about scrutiny at the Combined Authority and view agendas, reports and minutes, please visit the website here: <https://westyorks-ca.gov.uk/>

Scrutiny committee meetings take place in public and anyone is welcome to attend.

### Get in touch

Scrutiny is keen to hear from members of the public on issues of concern in the West Yorkshire and York area that relate to the functions and responsibilities of the Combined Authority and Leeds City Region Enterprise Partnership (LEP).

You can contact scrutiny:

**By email:** [scrutiny@westyorks-ca.gov.uk](mailto:scrutiny@westyorks-ca.gov.uk)

**In writing:** Scrutiny Officer  
Legal & Governance Services  
West Yorkshire Combined Authority  
Wellington House  
40-50 Wellington Street  
Leeds  
LS1 2DE

## Find out more

[westyorks-ca.gov.uk](http://westyorks-ca.gov.uk)

@WestYorkshireCA

+44 (0)113 251 7272

This page is intentionally left blank



---

**Report to:** Leeds City Region Enterprise Partnership Board (LEP Board)

**Date:** 9 June 2021

**Subject:** **Calendar of meetings 2021/22**

---

**Director:** Angela Taylor, Director of Corporate and Commercial Services

**Author(s):** Caroline Allen

---

## **1. Purpose of this report**

- 1.1 To approve the calendar of meetings proposed for the LEP Board for 2021/22 and note the provisional meeting dates for committees appointed by the West Yorkshire Combined Authority (Combined Authority) which report also to the LEP Board.

## **2. Information**

- 2.1 The proposed calendar of meetings for the LEP Board in 2021/22 is attached as **Appendix 1** to this report.
- 2.2 In setting the proposed dates for the LEP Board, it was necessary to give consideration to the wider schedule of meetings of the West Yorkshire Combined Authority, to ensure that each committee feeds through the appropriate committee channels and into the LEP Board/Combined Authority as necessary.
- 2.3 Bank holidays, public holidays, party conferences, Marché International des Professionnels de l'Immobilier (MIPIM), elections, full council meetings and district cabinet/executive meetings have all been taken into account and avoided. It has not been possible to avoid all school holidays due to divergent holidays across Leeds City Region's geography and between primary, secondary, sixth form together with private/state/academy differences.
- 2.4 **Appendix 1** also shows provisional meeting dates for the thematic decision making committees to be appointed by the Combined Authority, to which private sector members are appointed. The appendix also includes, for information purposes, provisional dates for meetings of the Transport Committee and the Finance, Resources and Corporate Committee which report directly to the Combined Authority and also the Business Investment Panel. All the Combined Authority meeting dates are subject to resolution of the Combined Authority at its annual meeting on 24 June 2021.
- 2.5 In view of the ongoing refurbishment of Wellington House, alternative venues for meetings are currently being sought.

## **3. Tackling the Climate Emergency Implications**

3.1 There are no climate emergency implications arising from this report.

#### **4. Inclusive Growth Implications**

4.1 There are no inclusive growth implications arising from this report.

#### **5. Equality and Diversity Implications**

5.1 There are no equality and diversity implications arising from this report.

#### **6. Financial Implications**

6.1 None.

#### **7. Legal Implications**

7.1 None.

#### **8. Staffing Implications**

8.1 None.

#### **9. External Consultees**

9.1 None.

#### **10. Recommendations**

That the LEP Board:

10.1 Approves the calendar of meetings proposed for the LEP Board for 2021-22 as detailed in Appendix 1.

10.2 Notes the provisional meeting dates of the thematic decision-making committees to be appointed by the Combined Authority as detailed in Appendix 1.

10.3 Notes the provisional meeting dates of the Transport Committee, Finance, Resources and Corporate Committee and the Business Investment Panel as detailed in Appendix 1.

#### **11. Background Documents**

11.1 None.

#### **12. Appendices**

Appendix 1 – Calendar of Meetings 2021-2022

Revised: 28 May 2021 v5

## Calendar of Meetings 2021/2022

### 2021

June 2021	24	Combined Authority	11.00 am
-----------	----	--------------------	----------

July 2021	2	Transport Committee	11.00 am
	8	Business Investment Panel	10:00 am
	12	Business, Economy and Innovation Committee	2.00 pm
	13	Employment and Skills Committee	2.00 pm
	14	Finance, Resources & Corporate Committee	11:00 am
	20	Climate, Energy and Environment Committee	4.00 pm
	21	LEP Board	2.00 pm
	27	Culture, Arts and Creative Industries Committee	2:00 pm
	29	Combined Authority	11.00 am

August 2021	4	Finance, Resources & Corporate Committee	11:00 am
-------------	---	--	----------

September 2021	6	Place, Regeneration and Housing Committee	2:00 pm
	8	Finance, Resources & Corporate Committee	2:00 pm
	9	Combined Authority	11.00 am
	15	LEP Board (followed by Away day)	12.00pm
	17	Transport Committee	11.00 am

October 2021	4	Business Investment Panel	10:00 am
	6	Finance, Resources & Corporate Committee	2:00 pm
	8	Business, Economy and Innovation Committee	2.00 pm
	19	Climate, Energy & Environment Committee	4.00 pm
	21	Combined Authority	11.00 am
	26	Culture, Arts and Creative Industries Committee	2.00 pm
	27	Employment and Skills Committee	2:00 pm

November 2021	3	Finance, Resources & Corporate Committee	2.00 pm
	5	Transport Committee	11.00 am
	25	Place, Regeneration and Housing Committee	2.00 pm
	30	LEP Board	2.00 pm

December 2021	1	Finance, Resources & Corporate Committee	11:00 am
	9	Combined Authority	11.00 am

### 2022

January 2022	4	Business Investment Panel	10.00 am
	5	Business, Economy and Innovation Committee	2.00 pm
	6	Finance, Resources & Corporate Committee	11.00 am
	7	Transport Committee	11.00 am
	11	Climate, Energy and Environment Committee	4.00 pm
	18	Culture, Arts and Creative Industries Committee	2:00 pm

	24	Employment and Skills Committee	2.00 pm
	26	<b>LEP Board</b>	<b>2.00 pm</b>
February 2022	2	Finance, Resources & Corporate Committee	2:00 pm
	3	<b>Combined Authority</b>	<b>11.00 am</b>
	8	Place, Regeneration and Housing Committee	2.00 pm
March 2022	3	Finance, Resources & Corporate Committee	2.00 pm
	4	Transport Committee	11.00 am
	16	Culture, Arts and Creative Industries Committee	2.00 pm
	17	<b>Combined Authority</b>	<b>11.00 am</b>
	22	Climate, Energy and Environment Committee	4.00 pm
	25	Business, Economy and Innovation Committee	2.00 pm
April 2022	5	Finance, Resources & Corporate Committee	11.00 am
	6	Business Investment Panel	10.00 am
	6	<b>LEP Board (To be rescheduled to March)</b>	<b>2.00 pm</b>
	12	Employment and Skills Committee	2.00 pm
	20	Place, Regeneration and Housing Committee	2.00 pm
	29	Transport Committee	11.00 am
May 2022	<b>No meetings</b>		
June 2022	8	Finance, Resources & Corporate Committee	11.00 am
	15	<b>LEP Board Annual Meeting</b>	<b>2.00 pm</b>
	23	<b>Combined Authority Annual Meeting</b>	<b>11.00 am</b>

---

**Report to:** Leeds City Region Enterprise Partnership Board (LEP Board)

**Date:** 9 June 2021

**Subject:** **Public Question Time**

---

**Director:** Alan Reiss, Director of Strategy, Communications and Policing

**Author:** Selina Dewis, Communications and Marketing Officer

---

## 1. Purpose of this report

- 1.1 To provide LEP Board members with an overview of the LEP Question Time session, which will take place at the LEP's annual meeting.

## 2. Information

- 2.1 A requirement of the Government's *Strengthened Local Enterprise Partnerships* review is that all Local Enterprise Partnerships hold an annual meeting at which the public has the opportunity to ask questions of the LEP Board.
- 2.2 The Leeds City Region Enterprise Partnership has agreed to hold a public Question Time session lasting up to 20 minutes as part of its virtual annual meeting on 9 June.
- 2.3 Businesses and members of the public have been asked to submit questions to the LEP Board via our Your Voice engagement tool and via social media using the hashtag #AsktheLEP. A selection of questions will be read out at the virtual meeting by the LEP Chair and will be answered by various LEP members (to be briefed before the meeting once public engagement closes on 28 May). Written answers will be published on the LEP website and Your Voice page by 19 June, along with answers to any questions that cannot be discussed in the meeting due to time constraints. The LEP Board is committed to providing all questions with a direct response, and publishing these responses on the LEP website.
- 2.4 To encourage participation, the LEP Question Time opportunity has been publicised using the LEP's and Combined Authority's social media channels and through direct emails to Business Communications Group members.

### **3. Tackling the Climate Emergency Implications**

3.1 *None*

### **4. Inclusive Growth Implications**

4.1 *None*

### **5. Equality and Diversity Implications**

5.1 We have used our existing networks to ensure the opportunity is cascaded to businesses, our partners and wider stakeholders to encourage submissions. Our BCG network and LEP members have been asked to share the opportunity through their own diverse networks. Updates have gone out via to Your Voice subscribers and via our SME newsletter. Separate communications have also been sent to a selection of young people's groups to encourage college and university age students to submit a question.

### **6. Financial Implications**

6.1 *None*

### **7. Legal Implications**

7.1 *None*

### **8. Staffing Implications**

8.1 *None*

### **9. External Consultees**

9.1 *None*

### **10. Recommendations**

10.1 That LEP Board members note the contents of this report and responds to any questions posed by the public during the allocated agenda item.

### **11. Background Documents**

11.1 *None*

### **12. Appendices**

12.1 *None*

---

**Report to:** Leeds City Region Enterprise Partnership Board (LEP Board)

**Date:** 9 June 2021

**Subject:** **COVID-19**

---

**Director:** Brian Archer, Director of Economic Services

**Author(s):** Alex Clarke, Business Growth and Resilience Policy Manager

---

## 1. Purpose of this report

- 1.1 To provide the LEP Board with an update on developments around the COVID-19 crisis, including the delivery of products and services in response.

## 2. Information

- 2.1 Since the last LEP Board meeting, England has moved into the third step of the UK Government's roadmap out of lockdown, with restrictions due to be in place until at least 21 June. This step has included the return of indoor hospitality and the rule of six being applied to indoor gatherings.
- 2.2 Throughout these steps, the LEP and the five of West Yorkshire local authorities, continue to support residents and businesses in Leeds City Region, and the following sections outline some of the support available and the progress made, before turning to issues of economic recovery and some further issues for the roadmap out of lockdown.

### Business Support and Engagement

- 2.3 This section outlines the progress made on delivering that support since the last LEP Board meeting. The support available brings together both nationally and locally funded projects, ensuring comprehensive support for businesses.

Project	Funding	Businesses Supported	Delivery Partners
Local Authority Grants, including Restart Grants (since Nov 20)	£340m	115,000 payments	Local Authorities (lead)
Additional Restrictions Grant (since Nov 20)	£33.2m	16,000 payments	Local Authorities (lead)

<b>Project</b>	<b>Funding</b>	<b>Businesses Supported</b>	<b>Delivery Partners</b>
COVID-19 Recovery Grants (ERDF & LGF)	£2.8m	1114	LEP-commissioned Umi Commercial
Digital Resilience Vouchers (up to £5,000)	£1.06m	400	LEP & Leeds City Council
Peer Learning Project	£90,000	60	LEP-commissioned University of Leeds Business School
Small Business Membership Scheme (access to legal, HR, financial and wellbeing support)	£300,000	1350	LEP-commissioned W&NY Chamber, Mid-Yorkshire Chamber, FSB
Cyber Security Support Scheme	£100,000	160	LEP-Commissioned North East Business Resilience Centre
Business Resilience Webinars	£15,000	180	LEP-commissioned Biskit

### Employment and Skills Support

- 2.4 The Combined Authority and LEP continues to support individuals to better equip them in the labour market as part of our economic recovery activity, including through the £13.5m strategic employment and skills package agreed by the Combined Authority on 27 November 2020. The following outlines progress on the use of additional funding to increase the existing Employment Hub and Reboot programmes.
- 2.5 Following the re-purposing of the ESF funded Employment Hub, delivered in partnership with Local Authorities, an extension has been funded through gainshare to support those affected by the pandemic. Known as Employment Hub 2, it will run in parallel with the ESF funded Employment Hub. As at 1 April 2021 (Q1), the original Hub has engaged 4,199 15-24 year-old participants against a profile of 5,137 (82%). Of these:
- 1,323 participants were from a black, Asian or minority ethnic background, against a profile of 604 (219%)
  - 844 participants had disabilities against a target of 474 (178%)
  - 1,320 participants had no basic skills qualifications against a target of 1124 (117%)
  - Of the participants starting the programme, 759 have been supported with finding education/ training, employment or self-employment against a target of 1,918 (40%)
- 2.6 Contracts for delivery of Employment Hub 2 are currently with Local Authority delivery partners for their approval and sign off, following which the service will go live with the aim of supporting a further 5500 claimants and non-claimants into retraining, reskilling and employment. Five Local Authorities (excluding



York) are involved in the delivery of Employment Hub 2 and the provision will work in parallel with our existing programme.

- 2.7 Employment Hub 2 will provide additional employment support activity for all those who have been furloughed or recently made unemployed. Activity will target vulnerable groups including BAME, women, over-50s, 15-24 year olds and those with a disability.
- 2.8 On Reboot, a tender for adult training is currently live and will form part of an adult skills framework. This will create a responsive adult training offer that focusses on the priority sectors for employment growth including digital, construction, engineering, the green economy and health and social care aligning to the Economic Recovery Plan and SEF Employment and Skills priorities. Delivery will begin in June 2021 and continue until April 2023.
- 2.9 Adult retraining activity will similarly target those recently unemployed or furloughed staff. In addition, the framework will target support to females, over 50s, BAME and those with a disability.
- 2.10 Following completion of procurement activities, employers will be central to the design of specific training programmes so that they align to labour market needs prompted by economic recovery.

#### Economic Recovery Plan Development and Implementation

- 2.11 As reported previously, the longer-term planning for economic recovery for West Yorkshire is being overseen by a West Yorkshire Economic Recovery Board<sup>1</sup>, which is a working group of the Combined Authority and brings together the five West Yorkshire Leaders and LEP Chair with partners from the private sector, trade unions, business representative organisations, public bodies and the third sector, to develop robust plans for the region's recovery and to help build an inclusive and sustainable economy for the future.
- 2.12 At the last meeting of the LEP Board an update was provided on the refreshed economic recovery plan, endorsed by the Combined Authority in March. Since the last meeting, further work has taken place on the implementation of programmes that have been agreed as priority from the plan, including on:
  - **Entrepreneurship** – focussed on our diverse communities, existing scale-up performance and learning for high growth pre-starts, unleash an entrepreneurial revolution, transforming empty properties and supporting high-growth potential start-ups.
  - **Health Tech** – building on the region's strengths in devices, data and diagnostics, unlocking industry collaboration, skills and a globally positioned Act Early institution on disease prevention.
  - **Transition to Net Zero Carbon Resilient Economy** the development of a pipeline of projects supporting our net zero 2038 target, with unique

---

<sup>1</sup> Further details on the full membership and terms of reference: <https://www.westyorks-ca.gov.uk/erb>

industry strengths in low carbon transport, clean agri-tech, construction and circular economy.

- 2.13 Strategic Business Case endorsement for these programmes is being sought at the Combined Authority Investment Committee in June, which will allow activities to commence. Stakeholder meetings have informed the development of these programmes, and further details of planned activity and progress will be reported to the LEP Board on a regular basis.

#### Issues related to the recovery of town and city centres

- 2.14 A presentation was given at the last meeting of the West Yorkshire Economic Recovery Board in May on research commissioned by the West Yorkshire Place Based Economic Recovery Network (PERN) looking at the impact of the pandemic on West Yorkshire town and city centres.
- 2.15 The key findings from that work recognise a number of challenges and opportunities to the Leeds City Region economy:
- The shift to online purchases has accelerated dramatically, well ahead of pre-COVID trends, particularly in non-essential retail
  - Footfall in all centres has decreased, although some centres have performed better than others in growing footfall once lockdown restrictions have been eased
  - National strategic decisions on retail store closures have impacted high streets across the region, with some large units now vacant
  - Independent retail has also been affected by closures, although there appears to be stronger demand trends for independent retail
  - To some extent West Yorkshire is bucking the trend in terms of in person shopping, with greater numbers returning to shops than in other parts of the country

### **3. Tackling the Climate Emergency Implications**

- 3.1 Clean Growth will continue to be supported through the products delivered in response to COVID-19 and is at the heart of the Economic Recovery Plan as an overarching goal.
- 3.2 Businesses will continue to be supported to apply innovation and digital technologies to adapt their products and services to meet current and future demand and reduce their carbon emissions.

### **4. Inclusive Growth Implications**

- 4.1 Inclusive Growth is embedded as an overarching goal in the Economic Recovery Plan, and all interventions aimed at economic recovery are having inclusion designed into the proposed approach (see paragraphs 2.7 and 2.9).

- 4.2 As part of the West Yorkshire Inclusive Growth framework, any businesses that receive grants from the above products would be required to contribute to Inclusive Growth actions and outcomes via their funding agreements.

## **5. Equality and Diversity Implications**

- 5.1 To ensure a focus on inclusive growth, wherever relevant programmes will monitor delivery to under-represented groups to ensure everyone is able to access the appropriate support.
- 5.2 Paragraph 2.5 reports Q1 performance in the delivery of support through the Employment Hub across a range of equality and diversity indicators.

## **6. Financial Implications**

- 6.1 There are no financial implications directly arising from this report. However, following the March 2021 Budget where no further funding was allocated for local COVID-19 recovery plans, further delivery implementation of the West Yorkshire Economic Recovery Plan will require new sources of funding.

## **7. Legal Implications**

- 7.1 There are no legal implications directly arising from this report.

## **8. Staffing Implications**

- 8.1 None arising directly from this report.

## **9. External Consultees**

- 9.1 No specific or official external consultations have been undertaken in relation to this report. However, it has been informed by ongoing dialogue and consultation with LEP Panels and wide range of partners, including local authorities, the West Yorkshire Economic Recovery Board, universities and colleges, business representative and membership bodies, and direct with some individual businesses.

## **10. Recommendations**

- 10.1 That the LEP Board notes the updates in relation to COVID-19.

## **11. Background Documents**

- 11.1 West Yorkshire Economic Recovery Plan (refreshed March 2021):  
<https://westyorkshire.moderngov.co.uk/documents/s18944/Item%205%20-%20Appendix%201.pdf>

## **12. Appendices**

- 12.1 None.

This page is intentionally left blank

---

**Report to:** Leeds City Region Enterprise Partnership Board (LEP Board)

**Date:** 9 June 2021

**Subject:** **Economic Reporting**

---

**Director:** Alan Reiss, Director of Strategy, Communications and Policing

**Author:** James Hopton, Economic & Transport Analysis Manager

---

## **1. Purpose of this report**

- 1.1 To provide an update on the latest economic and business intelligence for the Board, and to update the Board on the latest activity and intelligence around understanding the impact of COVID-19 and EU Exit.

## **2. Information**

- 2.1 There has been an upturn in activity in West Yorkshire town and city centres following the recent easing of restrictions around retail and hospitality, according to the Geolytix retail recovery index. This has been most marked in Huddersfield and Leeds, both of which have seen levels of activity around pre-pandemic levels in early- to mid-May. Other centres are currently seeing activity between 35% (Wakefield) and 66% (Bradford) of their respective baselines.
- 2.2 This supports data from Office for National Statistics' Business Insights & Conditions Survey (BICS), which says nationally around 83% of businesses are currently trading – the highest level since November 2020. The proportion of staff in their usual workplace has also risen to levels last seen in November 2020, at around 57%.
- 2.3 The posting of online vacancies has also increased in recent weeks, and although this fell slightly in the week to May 22nd, it remains 16% above pre-pandemic levels. This has been coupled with a steady decline in jobs on furlough, which fell to 10.3% nationally in mid-May according to the BICS. Furlough use nationally declined most markedly compared to a fortnight earlier in the accommodation & food sector (down from 38% to 31%), followed by arts, entertainment & recreation (40% to 34%) and other services (21.5% to 16.5%). However, the former two sectors still have furlough rates three times higher than in the economy as a whole.
- 2.4 Alongside this, the count of out of work claimants for April 2021 shows a small decline of 1% or 965 for West Yorkshire. Nationally, the count also fell by 1%. The current West Yorkshire claimant count of 108,815 is 93% higher

(+53,420) than its pre-crisis level in February 2020. All local authorities in West Yorkshire saw modest declines in their counts. West Yorkshire's claimant rate (claimants as % of working age population) fell from 7.5% to 7.4% in April compared with the national average of 6.5%. At local authority level current rates range from 6.1% in Wakefield to 9.7% in Bradford.

- 2.5 The latest data on business liquidations and dissolutions suggests a largely stable picture in West Yorkshire, with an average of 210 liquidations/dissolutions per week in the most recent four week period, below the 328 averaged in the first quarter of 2020 prior to the pandemic.
- 2.6 On EU Exit, many local businesses continue to anecdotally report challenges trading internationally, with differences in interpretation of rules between the UK and EU one source of delays. Such issues are resulting in higher costs and longer lead times for businesses.
- 2.7 The results from the latest Leeds City Region Business Survey also emphasise the challenges businesses have faced following EU Exit. Although half of businesses said they had experienced no issues so far, of those who have customs, tariffs and regulation are the most frequently mentioned issues. These also remain the biggest concerns in the longer term, though businesses also anticipate issues around product standards and labour supply, particularly skilled labour may become more prominent in the future. Overall, 40% of businesses thought EU Exit would have negative short term impacts, with only 10% expecting a positive impact. In the longer term however, views were much more balanced with 23% expecting a positive impact and 25% a negative impact.
- 2.8 On COVID-19, whilst the survey makes clear the scale of the impact the pandemic has had on businesses, with 75% reporting a negative financial impact, it also offers some optimism for the recovery. 45% of businesses expect their performance to improve this year, the highest level since 2015, and recruitment intentions are similar to previous years.
- 2.9 When asked which issues they think are more or less important to them post-pandemic, businesses were most likely to say productivity was more important, mentioned by 50% of respondents. This is followed by digital infrastructure, training and retraining, and innovation and research & development.
- 2.10 Looking ahead, whilst 1 in 5 businesses think homeworking may be in place to 2022 or permanently, the majority expect their workforce will be back on site by late summer. As such, three quarters of businesses do not think their space requirements will change and less than 1 in 10 are considering moving premises in response to the pandemic. This increases to 19% among businesses with 50 or more employees, however.

### **3. Tackling the Climate Emergency Implications**

- 3.1 There are no tackling the climate emergency implications directly arising from this report.

### **4. Inclusive Growth Implications**

- 4.1 The number of people claiming out of work benefits in West Yorkshire remains close to double levels seen pre-pandemic, whilst the number on furlough remains significant. Getting people reskilled and back into work are key objectives set out in the West Yorkshire Economic Recovery plan.

### **5. Equality and Diversity Implications**

- 5.1 The pandemic continues to have a disproportionately negative effect on people on low incomes and from Black, Asian and Minority Ethnic backgrounds. Employment rates also tend to be lower among many minority groups.

### **6. Financial Implications**

- 6.1 There are no financial implications directly arising from this report.

### **7. Legal Implications**

- 7.1 There are no legal implications directly arising from this report.

### **8. Staffing Implications**

- 8.1 There are no staffing implications directly arising from this report.

### **9. External Consultees**

- 9.1 No external consultations have been undertaken.

### **10. Recommendations**

- 10.1 The Board are asked to note the latest intelligence around the economic impacts of COVID-19 and EU Exit and consider how this relates to their work and future work plans.

### **11. Background Documents**

- 11.1 None.

### **12. Appendices**

- 12.1 Appendix 1: Leeds City Region COVID-19 Insights Report – 28<sup>th</sup> May 2021

This page is intentionally left blank



**COVID-19**  
<sup>177</sup> **Fortnightly  
Insights Report**

Research & Intelligence  
28<sup>th</sup> May 2021

# Executive Summary – social and economic

---

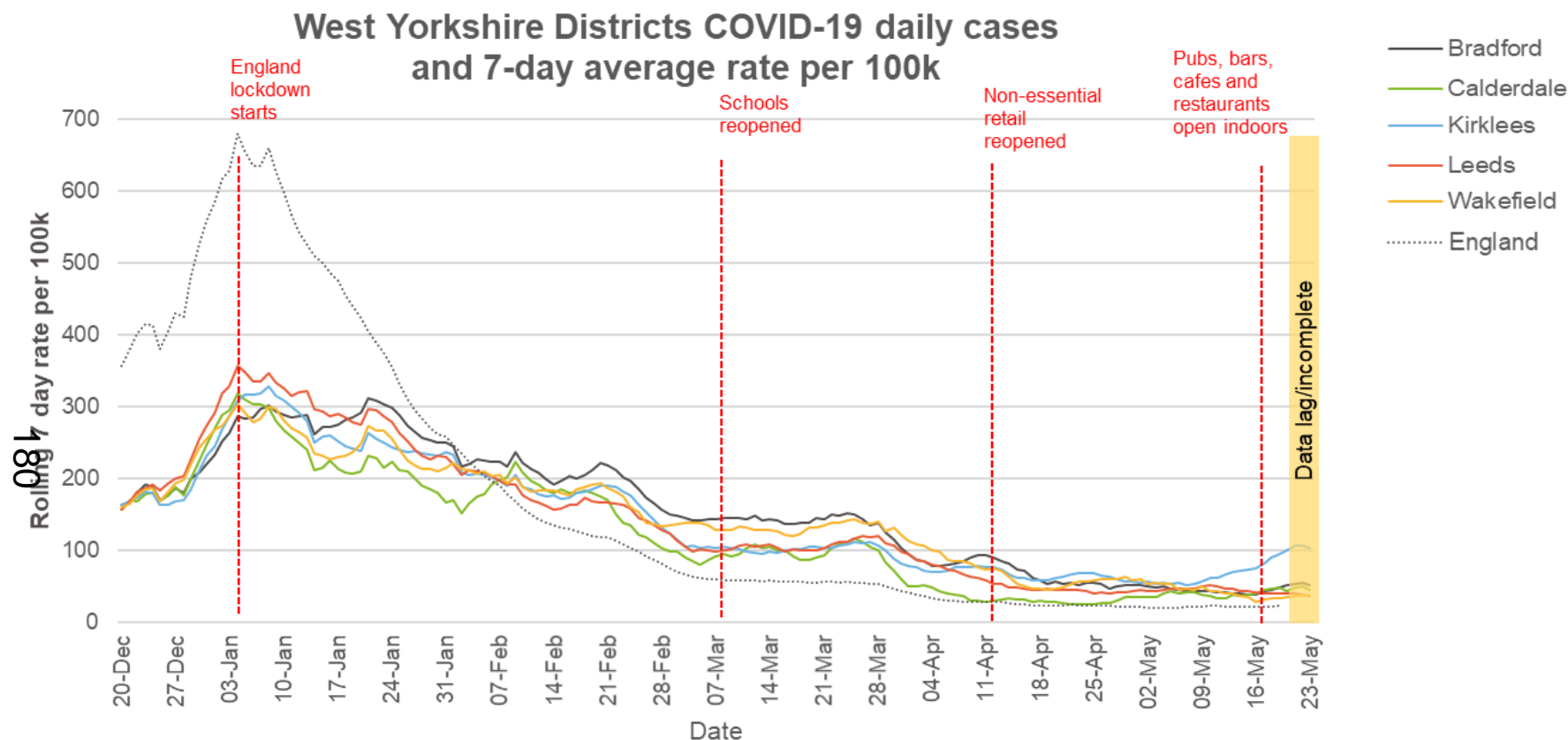
- With data now available up to a period just before the further easing of restrictions on 17<sup>th</sup> May, it would seem that much of the increase in activity seen following April's easing has been sustained although this plateaued to some degree in early May.
- National survey data from ONS suggested the proportion of businesses actively trading changed little at 83% in the fortnight to May 16<sup>th</sup>, though there was a gradual increase in people returning to their usual workplace.
- The same suggests almost 1 in 10 jobs were furloughed in early May, its lowest level since November. The sharpest falls were in arts & entertainment and hospitality, though these sectors still have significantly more jobs furloughed than elsewhere.
- The vacancy count dipped slightly in the week to May 22<sup>nd</sup>, but remains 16% above pre-pandemic levels.
- Looking further ahead, the Leeds City Region Business Survey suggests the vast majority of businesses are unlikely to change premises or location as a result of COVID, though there are notable exceptions with up to 1 in 5 larger businesses considering relocating.
- Looking to the recovery, businesses say issues such as productivity, digital infrastructure, training and innovation have become more important to them post-pandemic.

# Executive Summary – transport

---

- Overall, travel in Great Britain has returned to summer 2020 levels following the lifting of restrictions, with public transport starting to show usage above the 2020 maximum.
- Nationally, motor vehicle use is similar to pre-pandemic levels on weekends but remains about 10% lower on weekdays, whilst bus and rail remain 40% and 60% lower than baseline levels, respectively.
- Locally, bus and rail increased markedly since restrictions eased on the 12<sup>th</sup> April. Since further easing of restrictions (17<sup>th</sup> May), proxies for rail use showed a slight uptick exceeding the summer 2020 weekday average, with a strong weekend recovery. Bus remained relatively stable but with strong weekend recovery.
- Apple mobility data (journey requests via Apple maps) supports other data sources and indicates private vehicle use is recovering faster than public transport. Notably, Bradford currently has the highest relative levels of driving compared to other English cities.

# Virus prevalence – West Yorkshire trend











As of the 19<sup>th</sup> May 2021, the 7-day moving average **West Yorkshire COVID-19 rate was 51.9 cases per 100k, a 12% increase compared to the previous week** (46.5 per 100k). This was driven by a further increase in cases in Kirklees (blue line). In the same period, the rate in Yorkshire and the Humber fell by 5% to 35.3 per 100k, and rates overall in England increased slightly (by 3%) to 22 per 100k. For the latest data please see the [West Yorkshire COVID-19 dashboard](#).

Source: Secure COVID-19 PHE data portal. Note there is a lag in the very latest data PHE COVID-19 data to account for all test results to be processed and recorded.

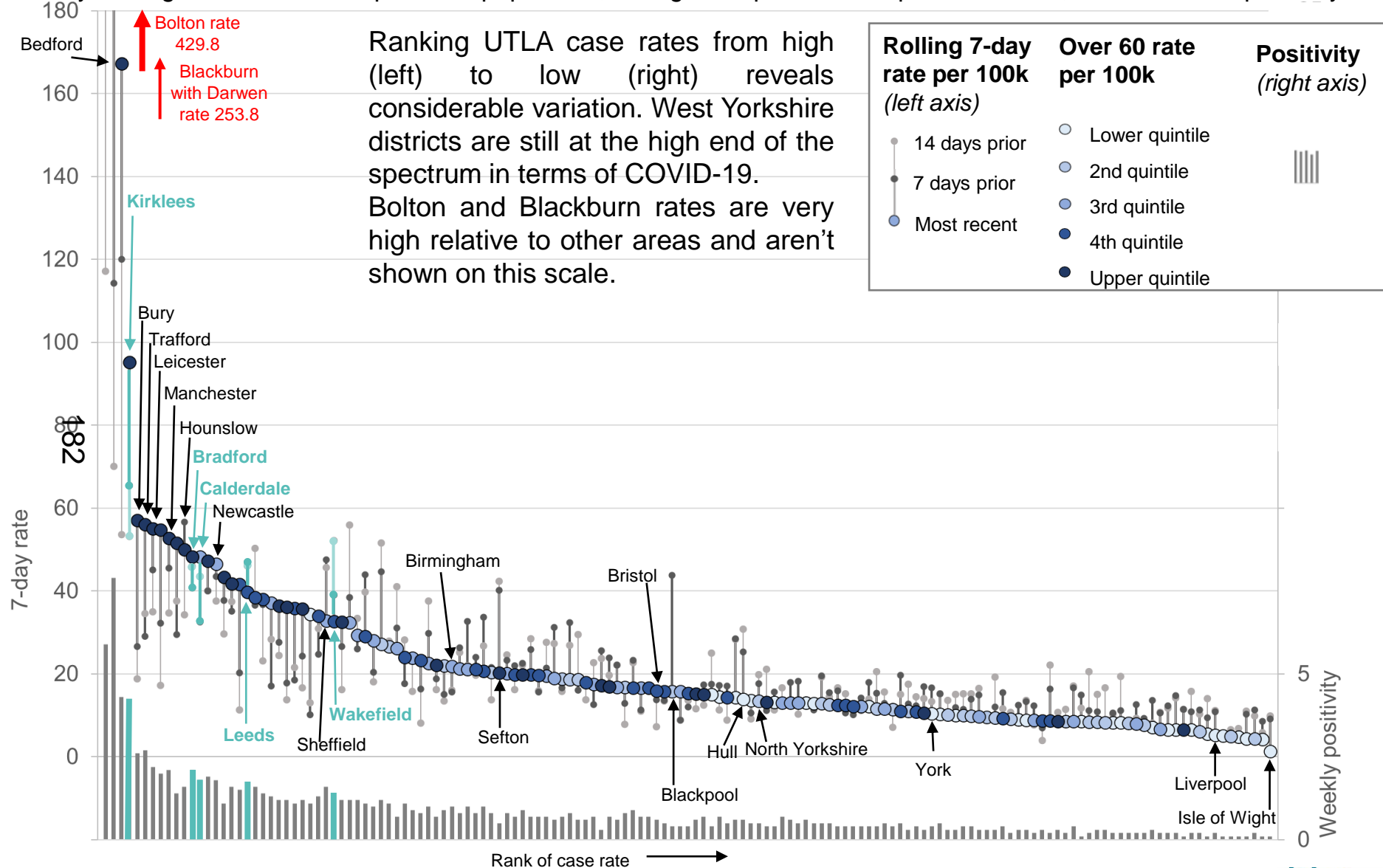
# Virus prevalence – West Yorkshire

Table shows the most recent COVID-19 case data from Public Health England's (PHE) secure data portal. Note due to reporting delays for comparison between Local Authorities the most recent 5 days are excluded from the calculations of rates and moving averages.

	Area	Total cases per 100k people (13 – 19 May) Most recent data week	Total cases per 100k people (6 – 12 May) Previous week	Absolute Difference	% Weekly Change
181	Bradford	48.4	40.8	7.6 	19%
	Calderdale	48.2	32.6	15.6 	48%
	Kirklees	95.3	65.5	29.8 	45%
	Leeds	39.7	46.9	-7.2 	-15%
	Wakefield	32.7	39.0	-6.3 	-16%
	West Yorkshire	51.9	46.5	5.4 	12%
	Yorkshire & the Humber	35.3	37.1	-1.8 	-5%
	England	22	21.4	0.6 	3%

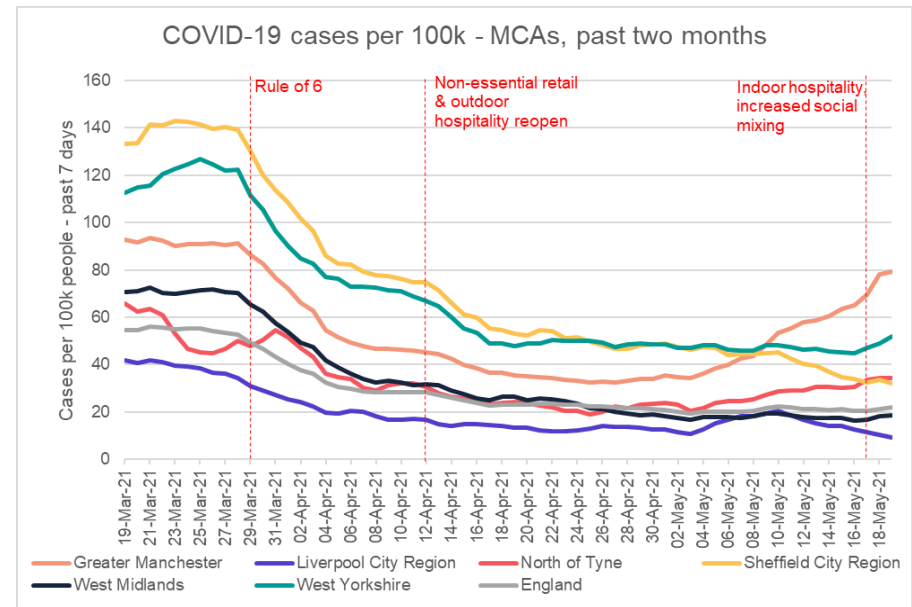
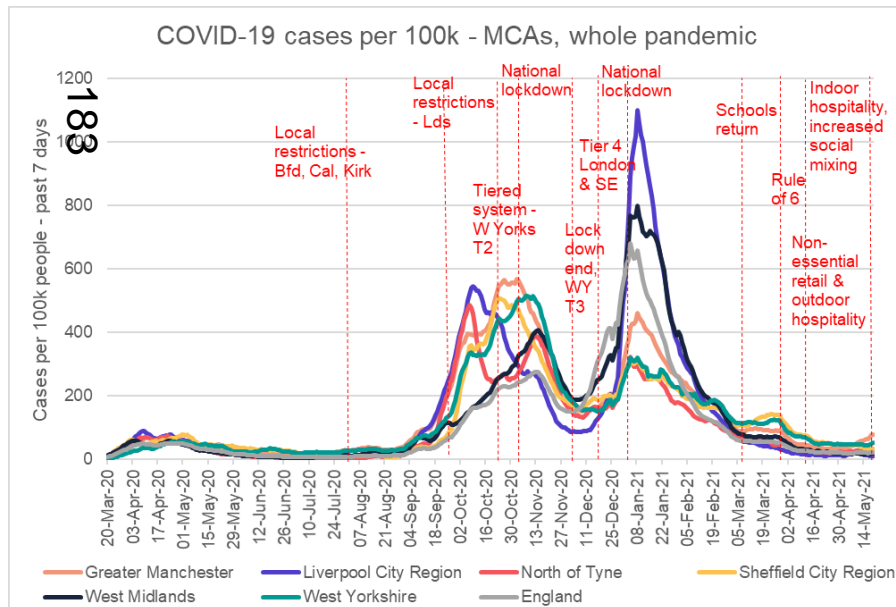
# COVID-19 Rates for Upper Tier Local Authorities (UTLAs)

7-day average COVID-19 rate per 100k population, change compared to the previous week, over 60 rate & positivity



# Cases increasing notably in three MCAs, though some other areas see falls

Greater Manchester has continued to see the most significant increase in case rates in the seven days to May 19<sup>th</sup>, with a 36.7% increase compared to 7 days earlier. North of Tyne (+17.6%) and West Yorkshire (+11.6%) have also both seen increases, whilst Liverpool City Region (-44.5%) and Sheffield City Region (-20.1%) have seen marked falls. The rate per 100k is now 79.3 in Greater Manchester, substantially higher than elsewhere though West Yorkshire's rate of 51.9 per 100k is 50% higher than the third MCA tracked here, North of Tyne (34.4 per 100k).



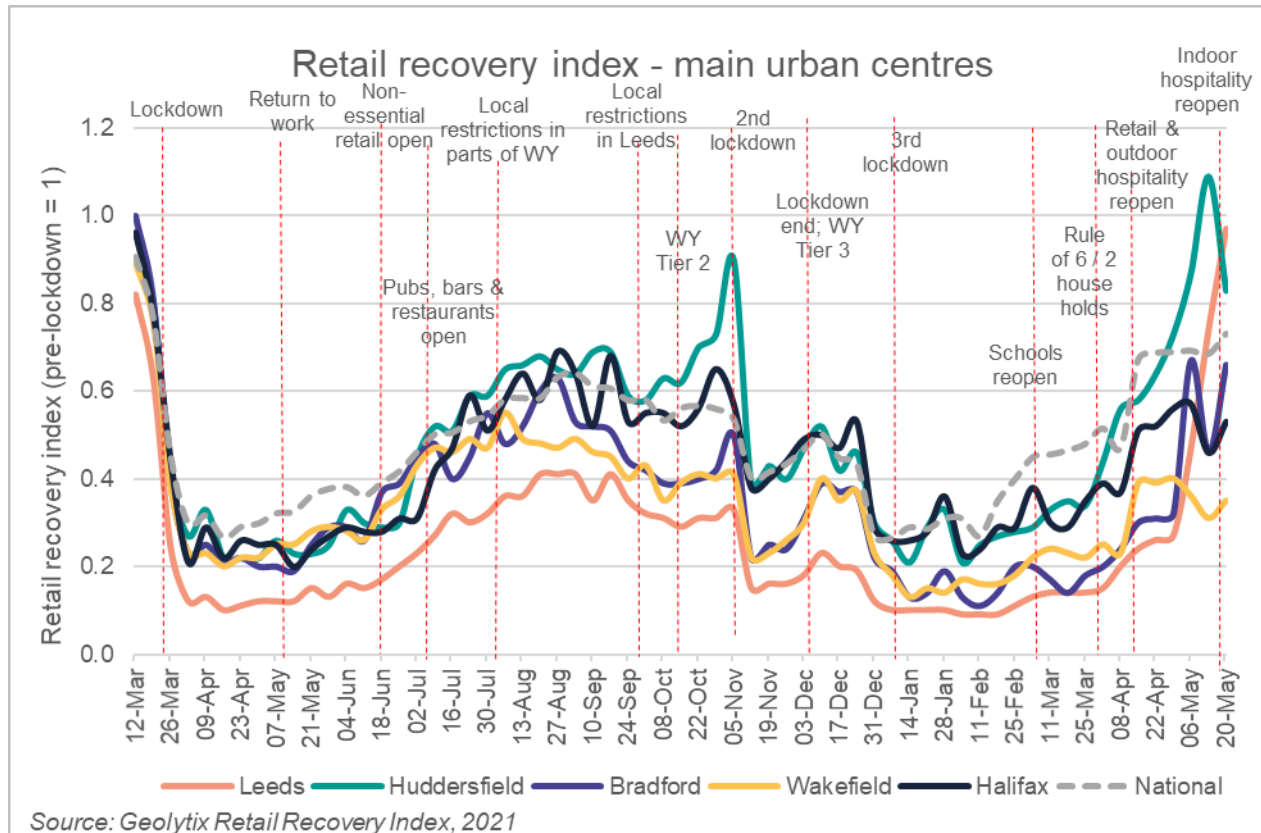
# Economic Insights





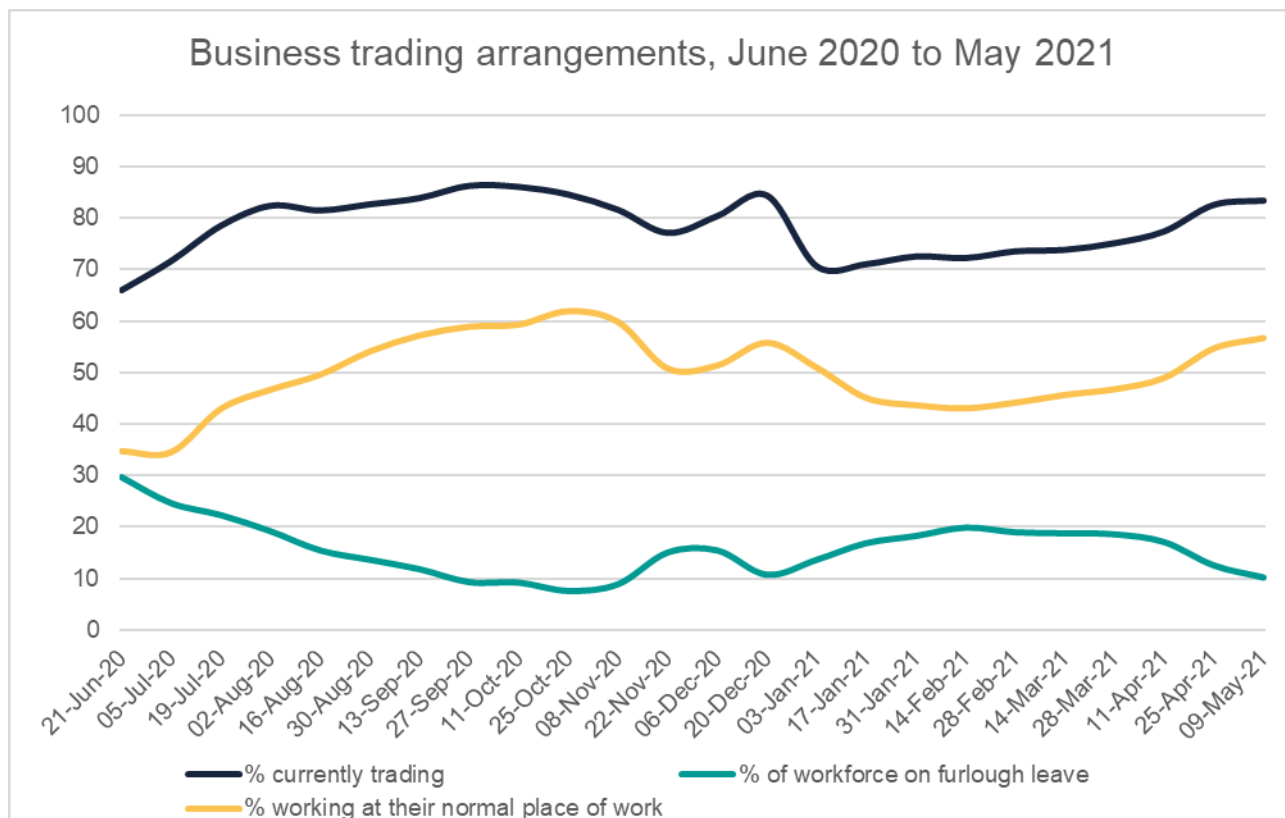
# Town and city centre activity increasing as restrictions ease further

Activity has continued to increase in most of West Yorkshire's urban centres in the week to May 20<sup>th</sup>, according to Geolytix's retail recovery index. Leeds has seen the most notable increase in recent weeks, and activity was at 97% of pre-pandemic levels in the latest data. Huddersfield was the only main centre to see activity fall, but remains second highest overall at 83% of pre-pandemic levels, higher than the 73% averaged nationally.



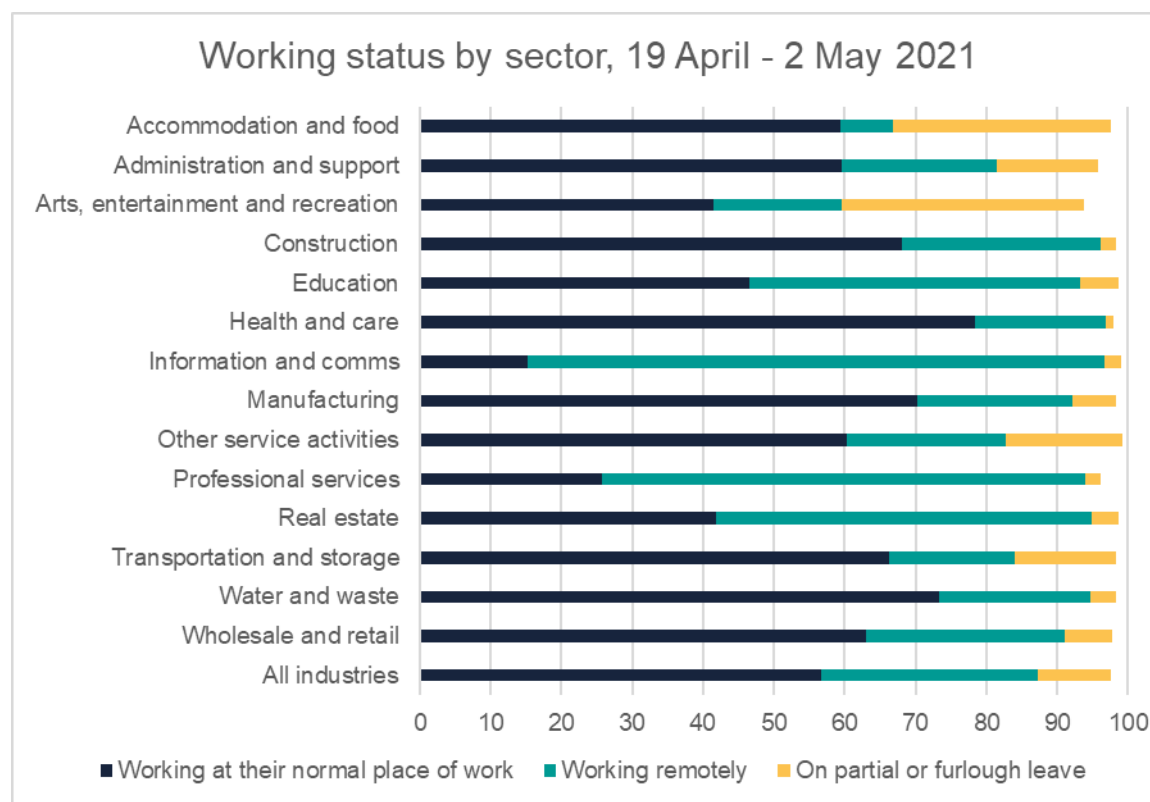
# Gradual return to more normal working activity continues

The proportion of businesses currently trading nationally held steady at around 83% in the fortnight to May 16<sup>th</sup>, according to the latest ONS Business Insights & Conditions Survey (BICS). It was up only marginally on the previous fortnight, though a further 5% were expecting to start trading in the next fortnight. The proportion of workers on furlough fell to 10.3%, from 12.6% a fortnight earlier – now at its lowest level since 8<sup>th</sup> November. The proportion in their usual workplace increased to 56.7% - again comparable to early November.



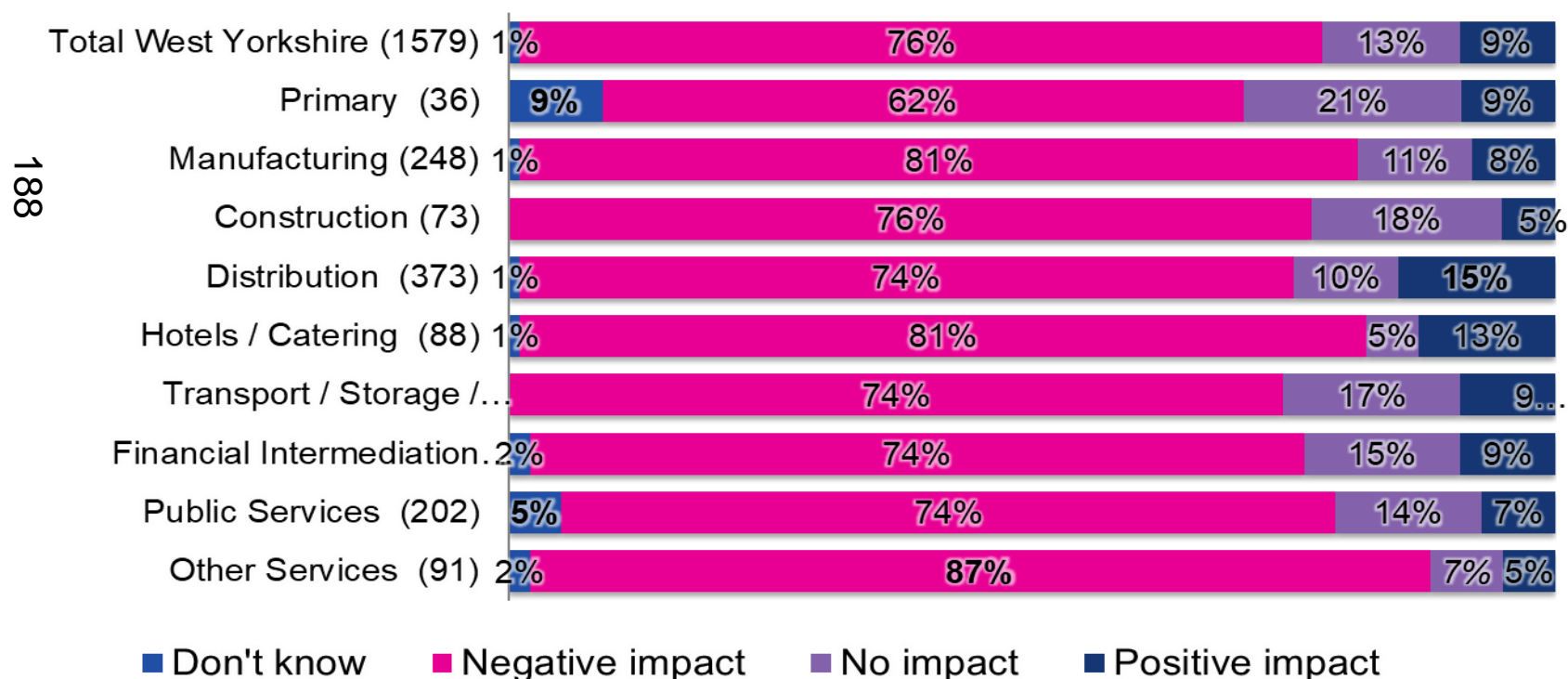
# Still significant variation in working arrangements by sector

In the fortnight to May 2<sup>nd</sup>, furlough use nationally declined most markedly compared to a fortnight earlier in the accommodation & food sector (down from 38% to 31%), followed by arts, entertainment & recreation (40% to 34%) and other services (21.5% to 16.5%). However, the former two sectors still have furlough rates three times higher than in the economy as a whole. The proportion of people working remotely remained unchanged at 30.5% across all sectors.



# Three quarters of businesses saw a negative financial impact from Covid-19

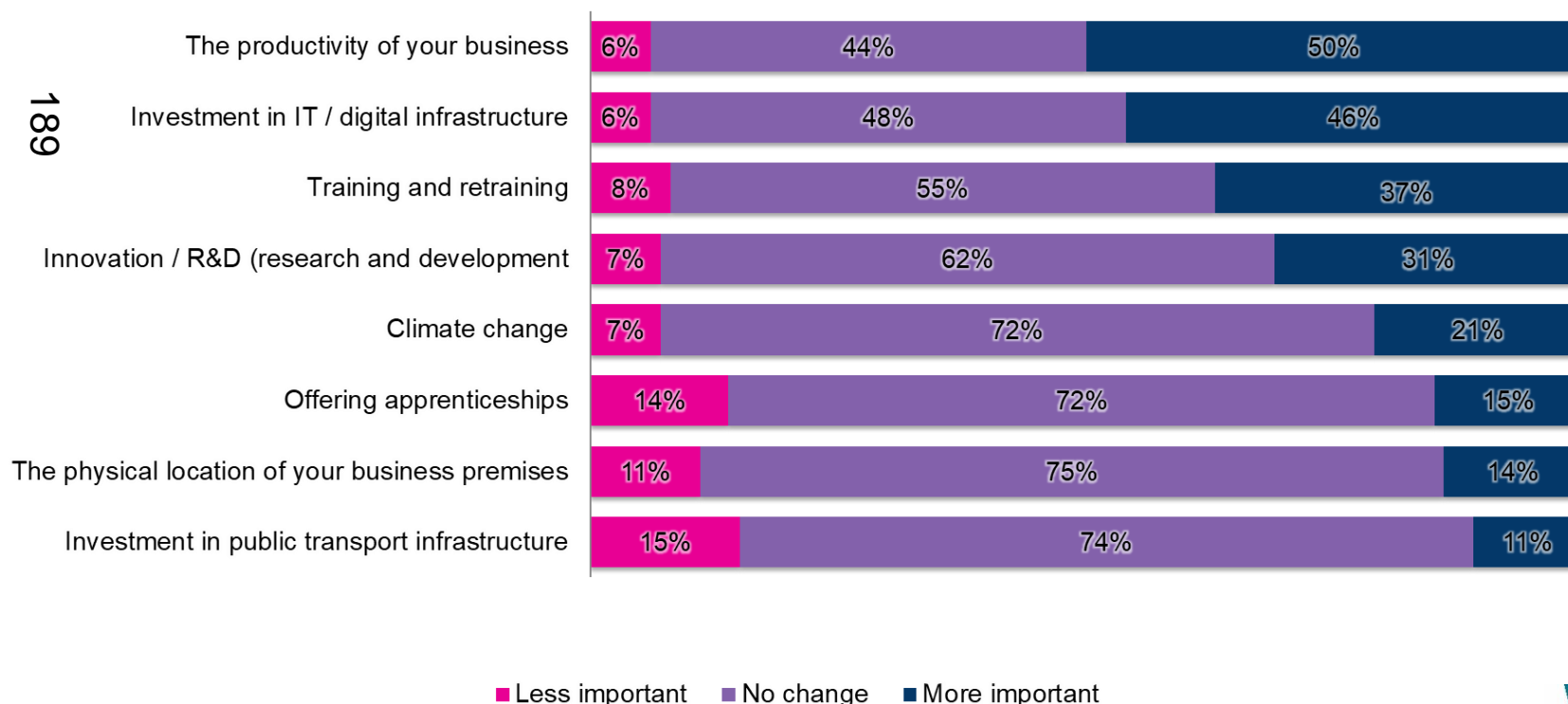
Three quarters of businesses surveyed in the latest Business Survey in West Yorkshire, said they had experienced a negative financial impact as a result of COVID-19. This was statistically significantly higher in Other Services at 87%. The Distribution sector, which covers wholesale and retail was more likely to report a positive financial impact (25%) but this was still far outweighed by the 74% seeing a negative impact. Businesses are more optimistic about the year ahead however, with 45% expecting their overall performance to improve and recruitment plans similar to pre-pandemic.



Source: Leeds City Region Business Survey, sample 1,579 businesses carried out in February and March 2021.

# Productivity, digital infrastructure, training and innovation more important post-COVID

Half of all businesses surveyed said that productivity was more important post-COVID, more than any other issue. Digital infrastructure (46%), training (37%) and innovation (31%) were all mentioned as being more important by more than 30% of businesses. Issues more tied to a physical location – business premises and transport infrastructure, were less likely to be prioritised, though this could reflect current disrupted working patterns and may or may not persist as a long-term view.

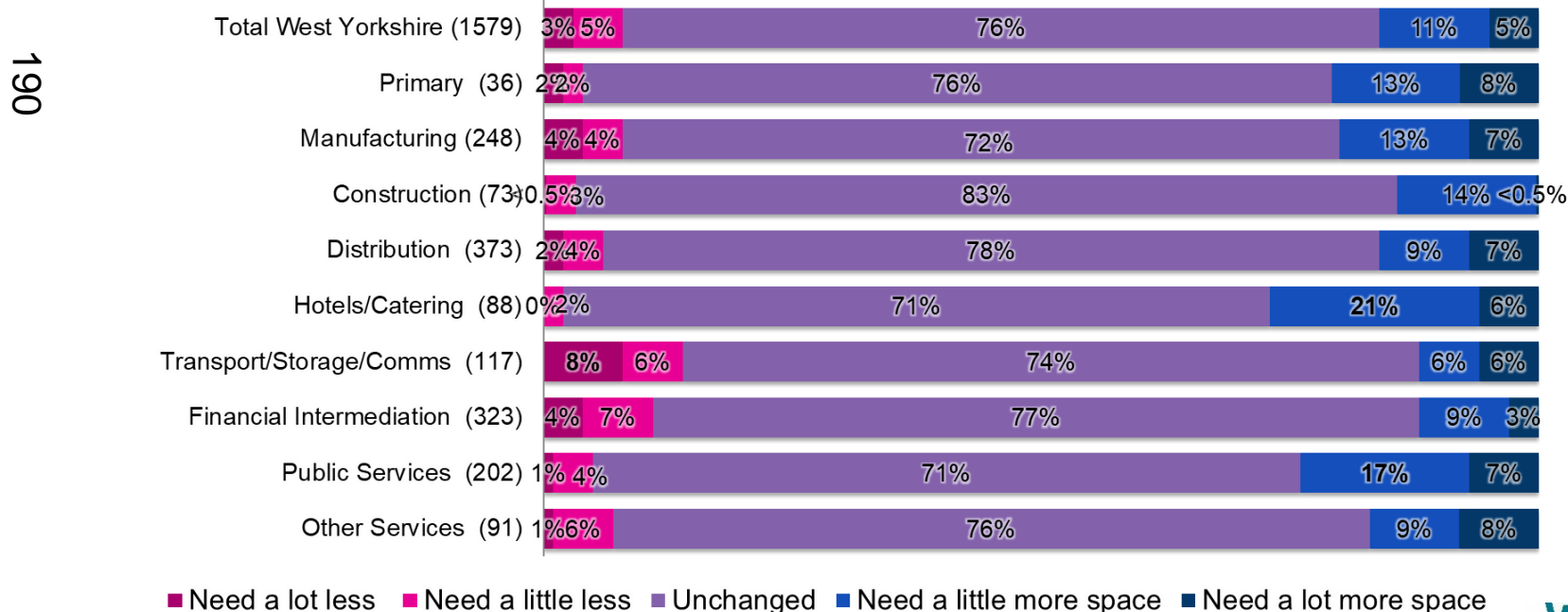


Source: Leeds City Region Business Survey, sample 1,579 businesses carried out in February and March 2021.

# Most businesses remain happy with their location, though there is variation

Nearly 1 in 10 (9%) businesses said their current premises didn't meet their needs, little changed from the 8% reported immediately prior to the pandemic. The majority of businesses (75%) do not anticipate any need for more or less physical space over the next year, but if they do it is more likely to be about more than less space (16%, compared with 8%). Just 8% of businesses are planning to move premises as a response to Covid-19. However, this increases to 19% of medium/large businesses.

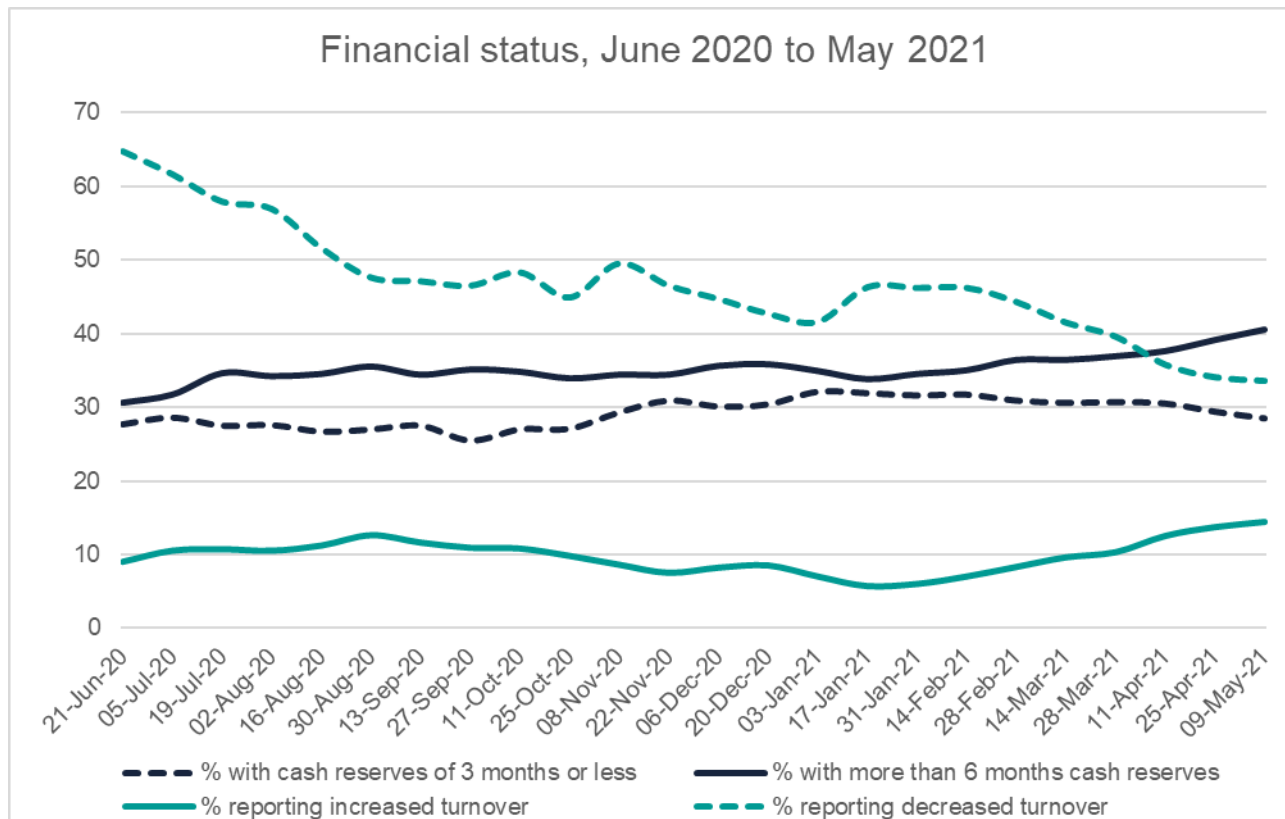
Of the 46% of businesses who have enabled home working, two thirds (64%) say staff are already back in the office or will be within 6 months of the survey's date (Feb/March), but 1 in 5 (21%) say staff will work from home for either 12 more months or permanently.



Source: Leeds City Region Business Survey, sample 1,579 businesses carried out in February and March 2021.

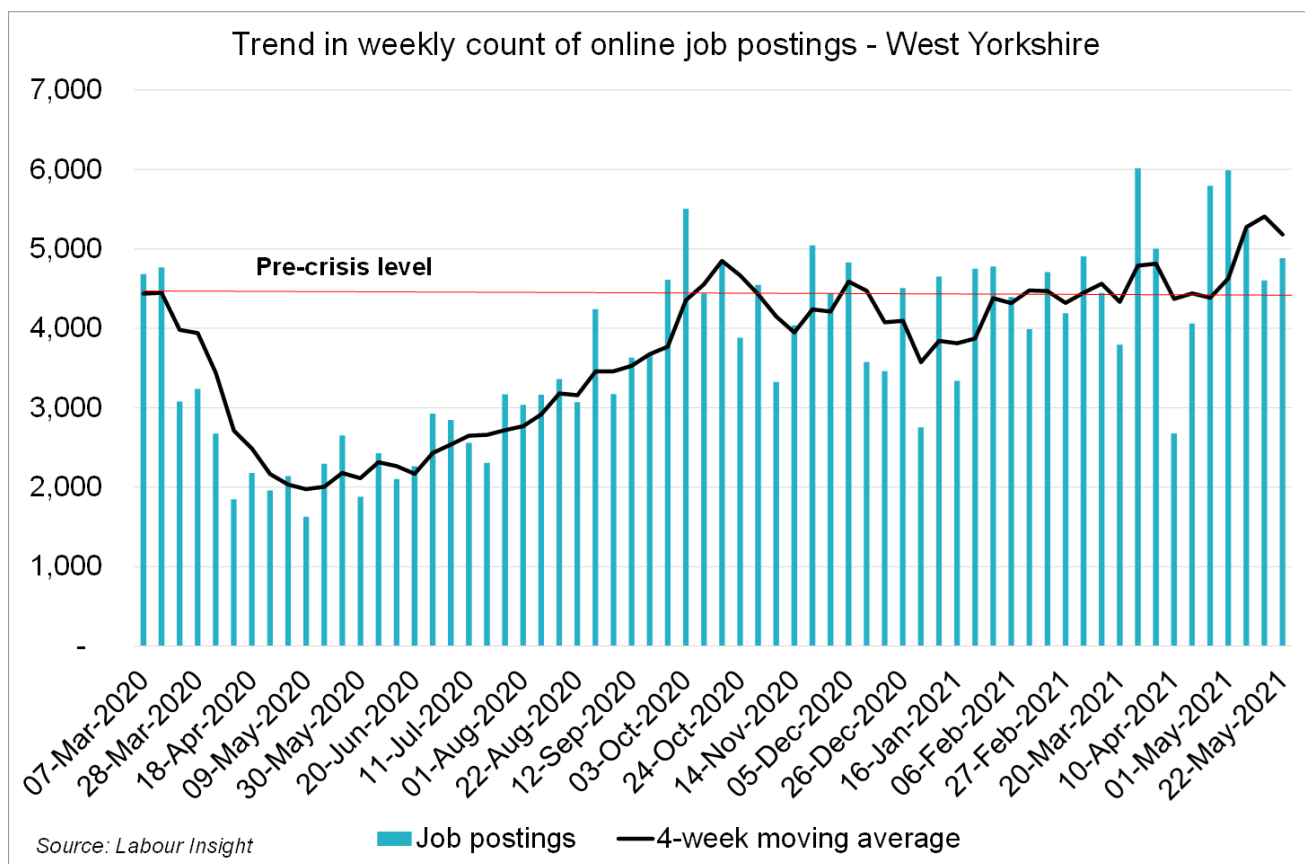
# Gradual improvement in businesses' financial position

Businesses' financial position nationally continues to gradually improve as activity increases, according to the latest ONS BICS survey. Just over 40% of businesses now say they have more than 6 months cash in reserve, the highest level for which comparable data is available since June last year. 14.5% of businesses reported increased turnover in mid-May, again higher than at any previous point on this survey but still well below the 33.5% reporting decreasing turnover.



# Vacancy count falls slightly, remains strong

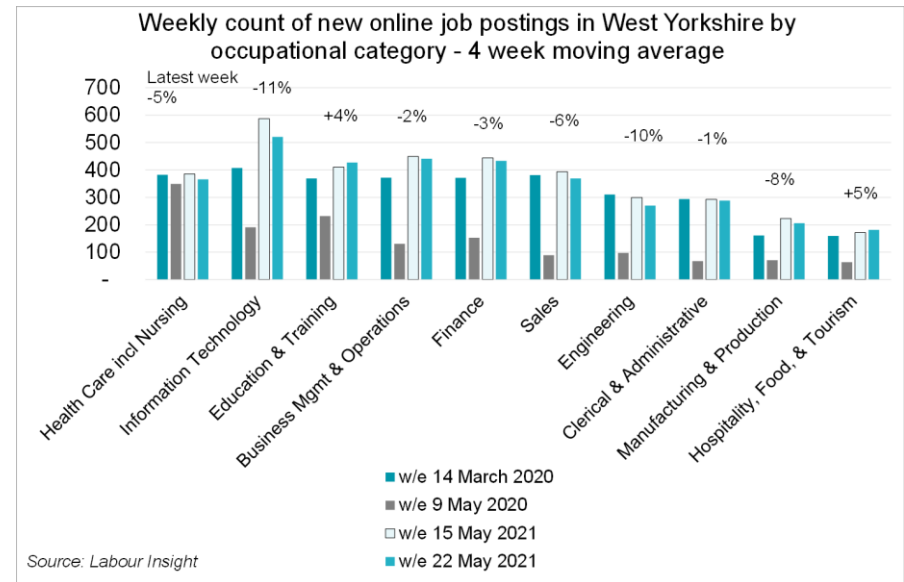
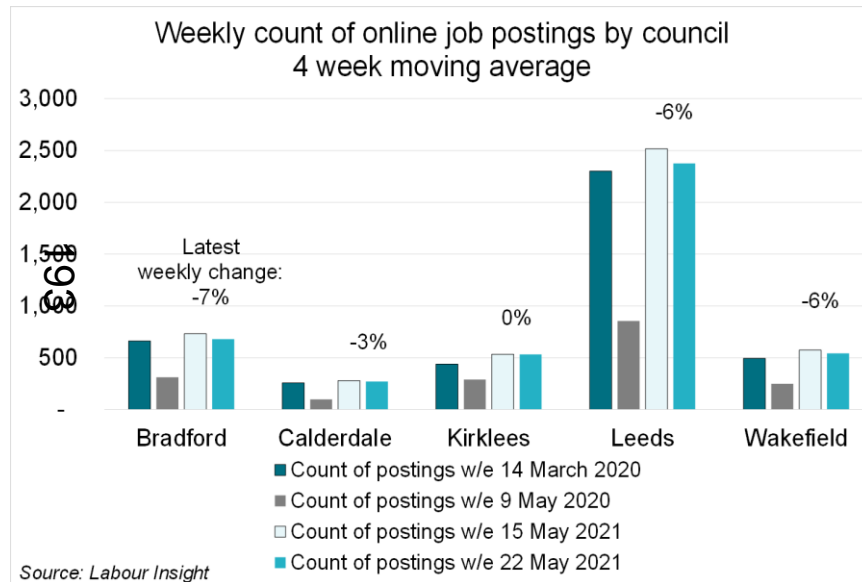
The number of vacancies for jobs in West Yorkshire posted online during week ending 22 May fell by 4% compared with the previous week, based on a 4-week moving average (national average decline: also 4%). The weekly vacancy count for West Yorkshire is currently 16% above its pre-crisis level (i.e. compared with week ending March 14 2020).





# Decline in weekly count for most local authorities but all remain above pre-crisis level

All local authority areas saw small decreases in postings in the latest week, based on the moving average, except Kirklees where there was no change. All local authorities continue to exceed their pre-crisis level of postings.

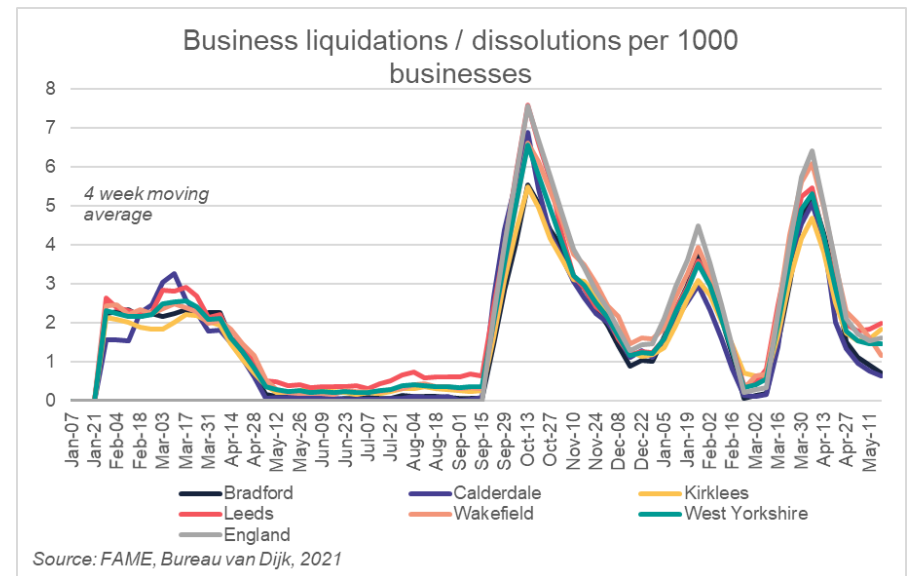
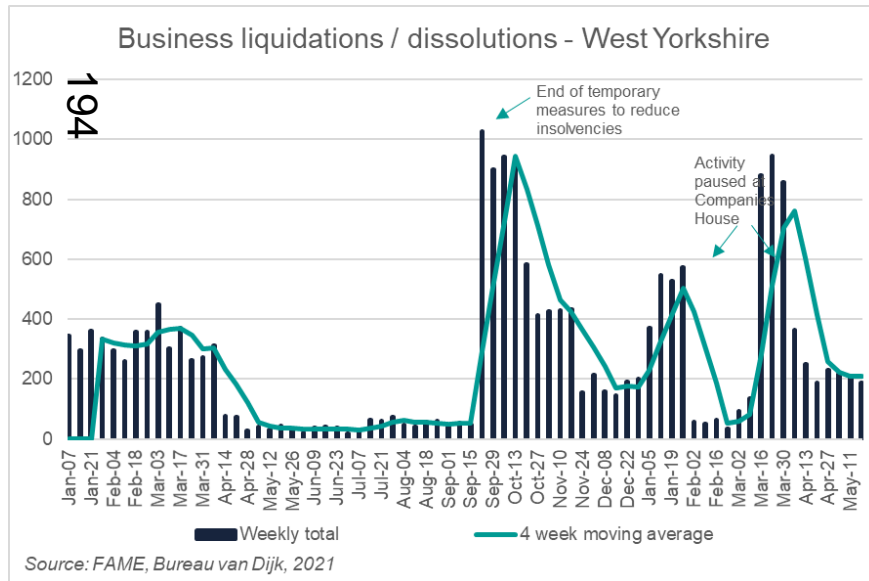


All occupations, except Education and training and Hospitality, food and tourism recorded a decrease in postings for the latest week, based on a 4-week moving average. All occupations are back to or close to pre-crisis levels except Engineering.

# Business liquidations fall slightly, with some local variation

190 businesses were dissolved / liquidated in West Yorkshire in the week to May 18<sup>th</sup>, according to data from Bureau van Dijk's FAME business database. This is a 13% fall on the previous week, and is significantly below the 328 liquidations per week averaged prior to the pandemic in Q1 2020. There was an 18% increase in dissolutions/liquidations nationally in the week to May 18<sup>th</sup>.

There were 1.3 liquidations per 1,000 businesses in the week to May 18<sup>th</sup>, below the 1.7 seen nationally. Rates are at or slightly above 2 liquidations per 1,000 businesses in Kirklees and Leeds, both of which have seen increases recently.

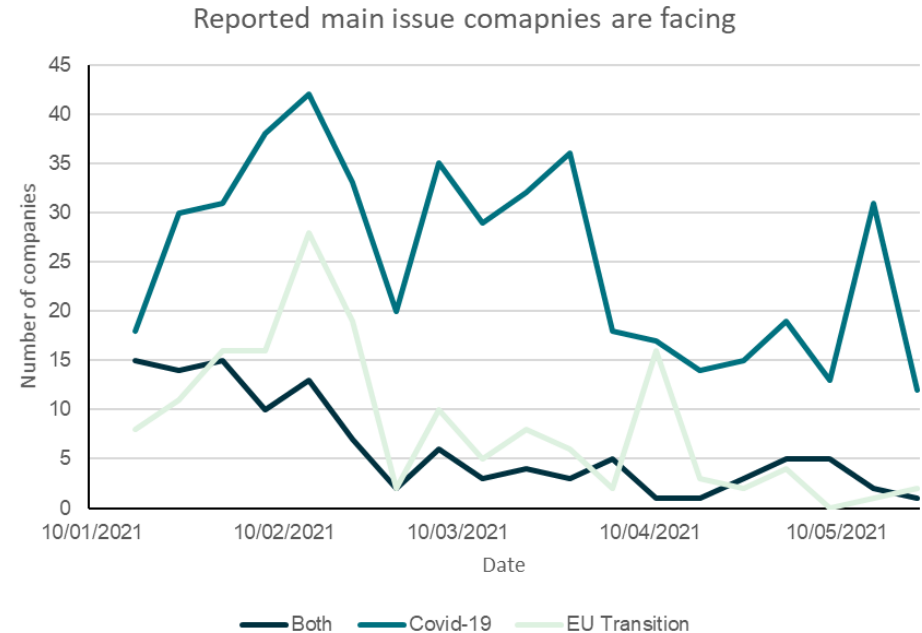


\*Source: FAME, Bureau van Dijk, 2021. Analysis based on company registration address, location of activity may differ in some cases

# EU Exit still posing challenges to international trade

In terms of the EU Exit companies are still finding it complicated and need additional support with knowing how to conduct trade with EU. This has led to delays and increased overheads that prohibit continued trading with EU. These issues can come from both the UK side and also the EU side who sometimes have different interpretation of the rules than UK counterparts. These issues are often compounded by other worldwide trade issues such as increased shipment costs from China, or in the case of this week's feedback, USA buying large quantities of timber from Russia/Scandinavia.

In regard to COVID-19 companies that have made use of furlough have started to bring back the staff to the workplace. Even though they have used furlough these companies often still had to make redundancies due to drop in demand. Companies this week have also said that they have used this time either making permanent adjustments to their business model i.e., staff working from home, new digital shop front or new products. Or they are planning to make adjustments in the future i.e., full supply chain diagnostics.



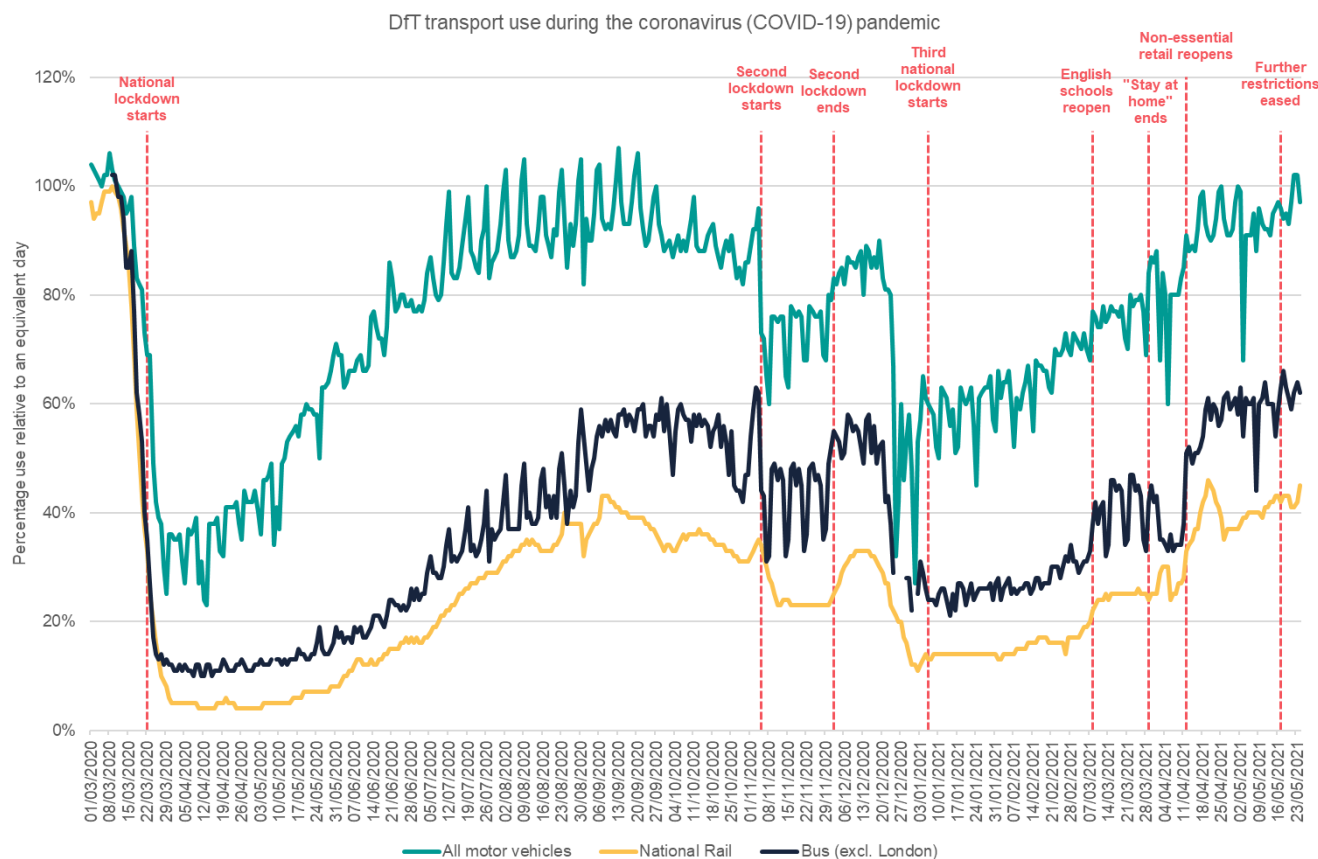
Over the course of the year the biggest issue reported by companies has been Covid however this has started to decline slowly in recent months. Issues around EU transition has also seen similar decline over recent weeks but has seen slight increases in recent weeks.

# Transport Insights



# Public transport usage is starting to grow over summer 2020 levels

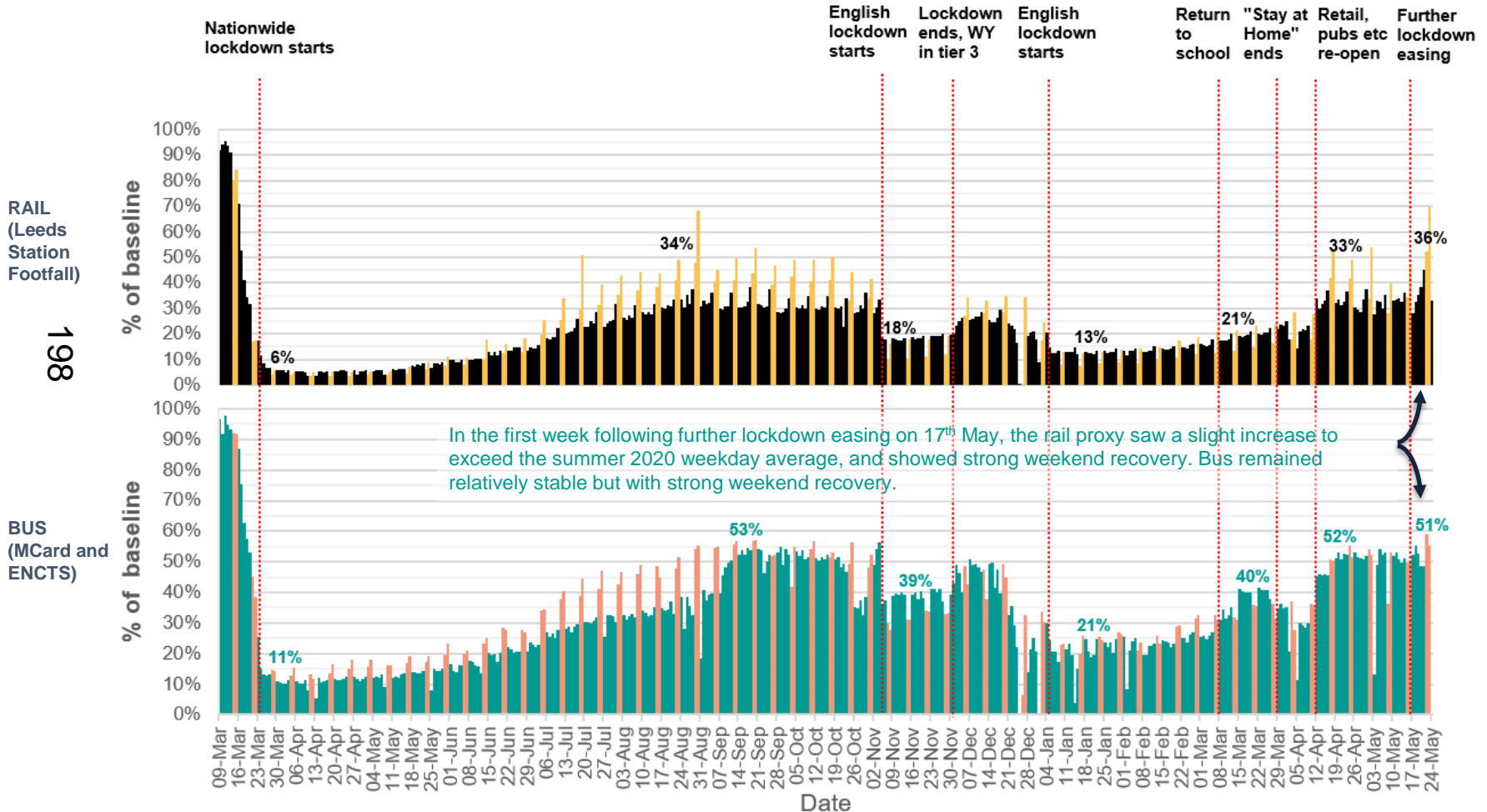
Travel in Great Britain has returned to summer 2020 levels following the lifting of restrictions in April. Bus has made the strongest recovery relative to summer 2020, but usage remains around 40% below baseline. Motor vehicle use is around baseline on weekends but remains about 10% lower on weekdays. Rail travel is still around 60% lower than baseline. Local data suggests lower travel activity than nationally, but this may be due to incompatibility and the use of proxy data.



Source: <https://www.gov.uk/government/statistics/transport-use-during-the-coronavirus-covid-19-pandemic>

# Local bus and rail proxies remain at similar weekday levels with weekend increases

■ % Rail weekday change compared to baseline  
 ■ % Bus weekday change compared to baseline  
 ■ % Rail weekend change compared to baseline  
 ■ % Bus weekend change compared to baseline



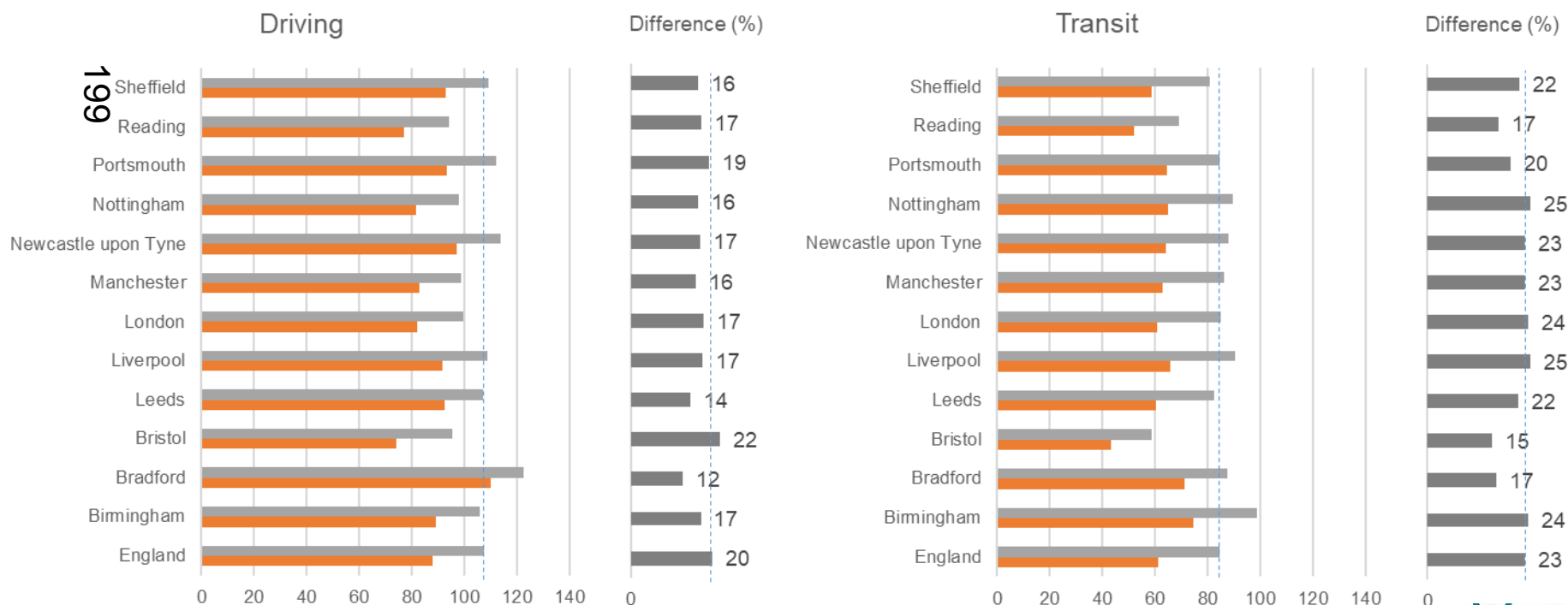
Baseline period is Monday 2nd - Friday 6th March 2020 (weekdays) and 29th Feb -1st March and 6th-7th March (weekends)

Source: Leeds Rail Station Footfall - Network Rail (top) and MCard and English National Concessionary Travel Scheme (ENCTS)

# Apple mobility shows driving requests recovering faster than public transport

Apple release mobility data (requests for directions in Apple Maps for driving and public transport) for a variety of English cities. The charts below highlight the difference in relative mobility between the 1 month period before and after the easing of lockdown restrictions on the 12<sup>th</sup> April (reopening on non-essential retail) for driving (left) and public transit (right). Since the 12<sup>th</sup> April, all English cities have seen an increase in mobility levels, with private vehicle use recovering stronger than public transport use. Notably, Bradford currently has the highest relative levels of driving compared to other English cities. In terms of public transport mobility, Leeds and Bradford are similar to the England average, below baseline levels (index = 100).

■ 12th April - 16th May ■ 11th March - 12th April

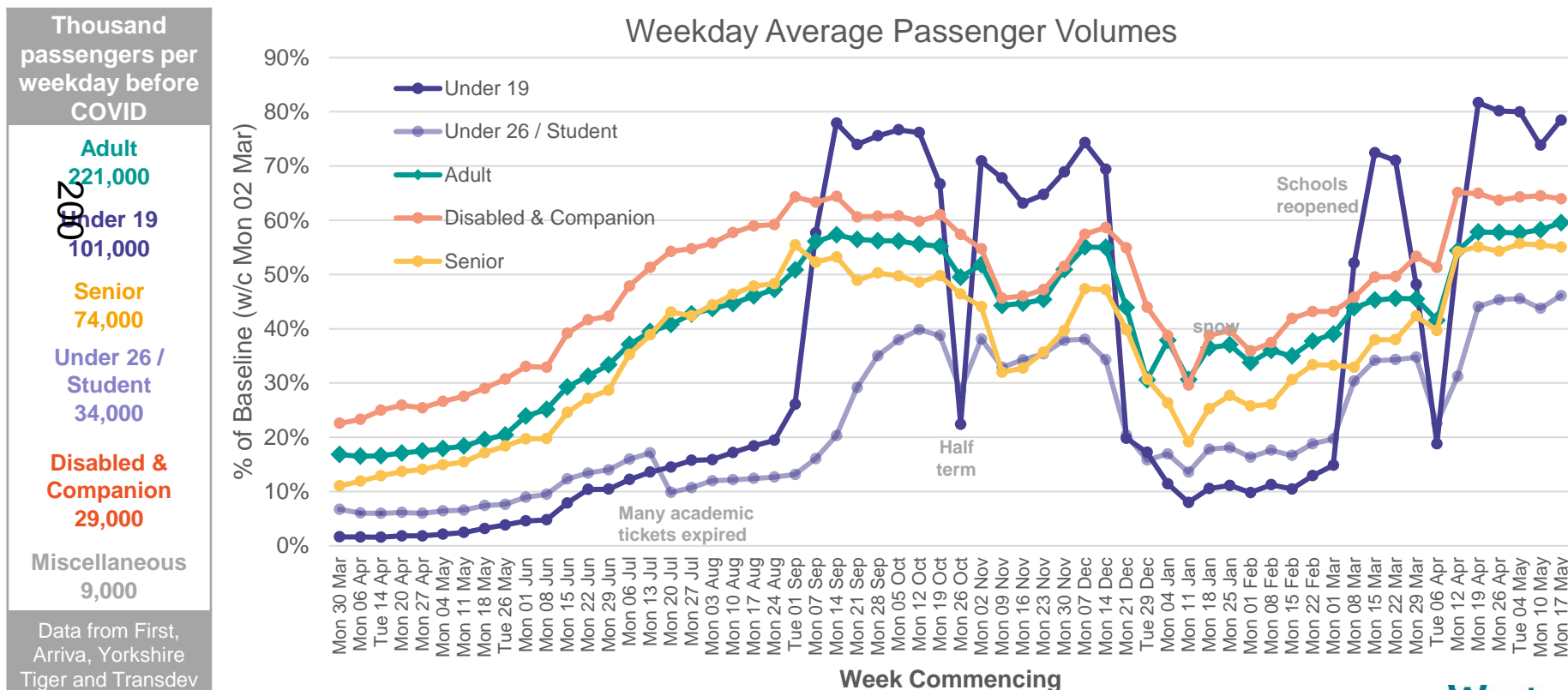


Source: Apple mobility data. This is generated by counting the number of requests made to Apple Maps for directions in select countries/regions, sub-regions and cities. An index of 100 is taken as the baseline on the 13<sup>th</sup> January 2020.



# Bus use fairly stable, 17<sup>th</sup> May relaxations made less difference than 12<sup>th</sup> April

Use by under 19s dipped in the week commencing 10<sup>th</sup> May has reduced slightly, with particularly lower use on the Thursday and Friday of that week, the reason is unclear. Use by adults increased from around 46% of baseline before Easter to 54% with 12<sup>th</sup> April relaxations and 58% the week after that. With the 17<sup>th</sup> May relaxations it has only increased slightly to just below 60% of baseline.



Baseline period is w/c Mon 02 Mar. Source: Bus operators electronic ticket machine data, passenger boarding locations in West Yorkshire. First, Arriva, Yorkshire Tiger and Transdev account for over 90% of bus services in West Yorkshire. Graph shows First and Transdev data. Data is for weekdays excluding bank holidays, with ticket types assigned to broad cohorts.



---

**Report to:** Leeds City Region Enterprise Partnership Board (LEP Board)

**Date:** 9 June 2021

**Subject:** **Corporate Performance Report**

---

**Director:** Angela Taylor, Director, Corporate and Commercial Services

**Author(s):** Jon Sheard, Head of Finance

---

## **1. Purpose of this report**

- 1.1 To provide the LEP Board with an update on a range of corporate and governance matters.

## **2. Information**

- 2.1 As previously agreed, a corporate performance report is now being submitted to each meeting of the LEP Board, to provide information on budgets, performance management, risk, audit, scrutiny and any other matters that emerge. This is in line with recommended practice as set out in the Strengthened Local Enterprise Partnerships document and in line with the commitments in the Assurance Framework.

### Revenue Budgets 2020/21

- 2.2 Work is underway to close the accounts for 2020/21, with audit work due to take place in June and July and accounts to be approved by the end of September in line with statutory requirements. As in previous years a LEP financial statement has been prepared as part of this work. The unaudited LEP financial statement is available [here](#).
- 2.3 The prudent forecast outturn, as reported to the Combined Authority in February 2021, was a balanced position. Work is underway to finalise the figures, though it is anticipated that savings will actually accrue. A further report will come to a future meeting, but in summary the savings have arisen due to a range of Covid 19 impacts being covered by support grants, savings in bus concessionary fare reimbursement to operators, other savings have been made across the other directorate budgets, such as managing staff vacancies and savings in supplies and services and previously prudent income targets, including interest on investments, have been better than anticipated.

## LEP Capital Programme

### Growth Deal

2.4 Overall spend on the Growth Deal is summarised as follows:

	Growth Deal Funding Allocation	Total Spend to end Q4 2020/21
Transport Fund	£280.90	£257.71
Growth Deal Economic Development	£235.45	£244.59
<b>Total Programme Allocation</b>	<b>£516.35</b>	<b>£502.30</b>

2.5 Overspend against the Economic Development projects has offset a predicted underspend against the Transport Fund and the programme has achieved spend of £502 million against the programme allocation of £516 million. The underspend is carried forward as part of the continuing Transport Fund programme as it goes forward into the next stage of delivery.

2.6 Expenditure of circa £500,000 has been incurred post March 2021. Under the freedoms and flexibilities agreed verbally, this will be charged to the programme in the final financial return. A review of the organisation's overhead charge will be undertaken to consider, in particular, the allocation of costs to the Transport Fund and the Economic Development element of the programme which may result in an element of balancing up between the two. It will also consider the ongoing costs of closing each project and of future monitoring and evaluation of the Growth Deal and how this is accounted for and funded

2.7 Each quarter a return is made to the Cities and Local Growth Unit (CLoG) through its data capture system which collates Growth Deal programme information. CLoG has requested that this dashboard should be endorsed by the LEP Board each quarter. The dashboard for the Quarter 1 was submitted in accordance with the deadline of 28 May 2021 and is attached at **Appendix 1** for information and endorsement of the LEP Board.

2.8 The Growth Deal has four headline outputs and performance against these outputs as at the financial closure is as follows:

Output	Target (includes Growth Deals 1, 2 and 3)	Achieved to date as at Quarter 4 2020/21	Forecast 2021-25	Total
New jobs	19,595	10,345	4,424	14,769
Jobs safeguarded (flood resilience programme)	11,100	24,583	1,816	26,399
Houses	2,300	1,316	2,091	3,407
Public / private investment (match funding)	£1,031,000,000	£767,823,915	£516,931,760	£1,284,755,675

2.9 In the six years of the programme over 10,000 new jobs have been created through the business grant support programmes and implementation of capital infrastructure. There can be a lag in reporting these outputs, though it is expected that the full target will be achieved.

- 2.10 **Appendix 2** summarises the additional outputs have also been achieved to date through the programme. Monitoring of the Growth Deal outputs will be ongoing to March 2025.

#### Getting Building Fund and Broadband

- 2.11 The Getting Building Fund (GBF) programme was awarded in August 2020 to support 'shovel ready' schemes. Nine of the 15 projects have now been mobilised and have commenced delivery. All projects are on track to spend in line with the end of the programme on 31 March 2022, with reported spend £26.3 million in 2020/21.
- 2.12 Spend on the Broadband programme mainly relates to the completion of Contract 2 which is delivered through Openreach and is due to end June 2021. There was a delayed start to Contract 3 but that has now commenced and work is underway.

#### Annual Performance Review

- 2.13 Confirmation was received on 7 May 2021 that the Combined Authority met all requirements against each of the three themes – governance, strategic impact and delivery - of the Annual Performance Review. The outcome of the review this year was a simple meets/does not meet for each category.

#### 2020/21 LEP Annual Delivery Plan and Corporate Plan

- 2.14 The LEP Annual Delivery Plan, as approved by the LEP Board in September 2021 has been designed as a standalone document, but also forms an integral part of the organisation's overarching Corporate Plan, which sets out the priorities for the LEP and the Combined Authority as a whole.
- 2.15 The wider Corporate Plan is structured around four overarching corporate priorities of boosting productivity, delivering 21st Century transport, enabling inclusive growth and supporting clean growth. A comprehensive suite of performance indicators has been developed to measure the organisation's specific contribution towards achieving these four corporate priorities. An assessment of performance against these indicators for the 2020/21 financial year has been undertaken and a summary of the results of this is provided in **Appendix 3** as part of the wider corporate performance snapshot.
- 2.16 The analysis of performance against objectives in 2020/21 reflects a positive position overall. Most of the indicators are assessed as green, indicating objectives supporting the strategic aims and themes for the region have been achieved.

### Corporate risk update

- 2.17 In line with the provisions of the corporate risk management strategy, regular review of the key strategic risks affecting the organisation continues to be undertaken and the corporate risk register updated accordingly.
- 2.18 A summary of the headline strategic risks is included at **Appendix 3** to this report. Since the last reporting period work has been undertaken to ensure that specific risks associated with transition to the Mayoral Combined Authority model and the new functions that this brings, are appropriately reflected within the strategic risk summary.
- 2.19 In terms of those risks associated with the response to the COVID-19 pandemic and the EU Exit, these continue to be managed through the Combined Authority's Gold command incident response structure.

### Internal Audit

- 2.20 The internal audit plan as approved by the Governance and Audit Committee of the Combined Authority covers the activities of the whole organisation. Work on the 2020/21 plan is now almost complete and work has commenced on the 2021/22 plan approved at the last Governance and Audit Committee.

### Overview and Scrutiny Committee

- 2.21 The Overview and Scrutiny Committee has undertaken a range of work during the year and this is summarised in the annual report at agenda item 12. The Combined Authority has recently determined to expand the work of scrutiny in response to its increased functions. Three scrutiny committees are expected to be established at the Combined Authority meeting on 24 June and these will seek to cover the full range of Combined Authority and LEP activities.

## **3. Tackling the Climate Emergency Implications**

- 3.1 Clean Growth actions will continue to be monitored through the KPIs and performance data.

## **4. Inclusive Growth Implications**

- 4.1 Inclusive Growth actions will continue to be monitored through the performance report.

## **5. Equality and Diversity Implications**

- 5.1 None arising directly from this report.

## **6. Financial Implications**

- 6.1 As set out in the report.

**7. Legal Implications**

7.1 None arising directly from this report.

**8. Staffing Implications**

8.1 None arising directly from this report.

**9. External Consultees**

9.1 None.

**10. Recommendations**

10.1 That the LEP Board note the corporate performance information provided.

**11. Background Documents**

11.1 None.

**12. Appendices**

Appendix 1 –Growth Deal Q4

Appendix 2 – Growth Deal outputs

Appendix 3 – Corporate performance snapshot

This page is intentionally left blank

# Growth Deal Dashboard

**LEP Name** Leeds City Region LEP

**This Quarter:** Q4\_2021

Deliverables Progress										
	This Quarter		15-17	Financial Year						Total
Housing				17-18	18-19	19-20	20-21	21-25		
Houses Completed	307		0	254	92	91	879	-		1,316
Forecast for year	349		0	254	92	91	349	1,940		2,726
Progress towards forecast	88%		-	100%	100%	100%	252%	-		48%
Jobs										
Jobs Created	1,938		2,604	24,315	1,594	3,704	2,507	-		34,724
Apprenticeships Created*	23		18	23	88	43	32	-		204
Jobs including Apprenticeships	1,961		2,622	24,338	1,682	3,747	2,539	-		34,928
Forecast for year	2,145		2,622	24,338	1,683	-	2,145	4,342		35,130
Progress towards forecast	91%		100%	100%	100%	-	118%	0%		99%
Apprenticeships included within jobs totals prior to 2017										
Skills										
Area of new or improved floorspace (m2)	27,012		29,467	17,038	4,486	5,200	27,012	-		83,203
Forecast for year	3,600		29,467	17,038	4,486	5,200	3,600	0		59,791
Progress towards forecast	750%		100%	100%	100%	100%	750%	-		139%
Number of New Learners Assisted										
Number of New Learners Assisted	1,901		0	0	0	255	1,901	-		2,156
Forecast for year	2,593		0	0	0	255	2,593	3,244		6,092
Progress towards forecast	73%		-	-	-	100%	73%	-		35%
Transport										
Length of Road Resurfaced	0		0.0	0.0	2.5	0.0	0.0	-		2.5
Length of Newly Built Road	0		0.0	7.5	0.0	0.0	1.8	-		9.3
Length New Cycle Ways	0		0.0	0.0	19.0	0.4	1.3	-		20.7

Growth Deal Performance	Area lead comments
A/G	

Financial Progress							
LGF Award	2015-16	2016-17	17-18	18-19	19-20	20-21	Total
	£68,266,303	£127,657,838	£72,228,329	£74,349,287	£73,510,320	£100,338,062	£516,350,138

LGF Outturn	This Quarter		Financial Year					Total
			15-17	17-18	18-19	19-20	20-21	
Actual	£ 64,553,118	£	122,828,742	£ 90,532,441	£ 91,799,121	£ 71,157,310	£ 125,985,596	£ 502,303,210
Forecast for year	£ 130,441,277	£	122,828,742	£ 90,532,441	£ 91,799,121	£ 71,157,310	£ 130,441,277	£ 506,758,891
Progress towards forecast	49%		100%	100%	100%	100%	97%	99%

LGF Expenditure															
Actual	£	65,084,998		£	112,974,336	£	82,284,182	£	94,889,903	£	70,421,607	£	139,337,163	£	499,907,191
Forecast for year	£	146,188,864		£	112,974,336	£	82,284,182	£	94,889,903	£	70,421,607	£	146,188,864	£	506,758,891
Progress towards forecast		45%			100%		100%		100%		100%		95%		99%

Non-LGF Expenditure															
Actual	£	99,631,553		£	172,939,958	£	169,338,604	£	138,934,700	£	190,412,978	£	122,656,327	£	794,282,567
Forecast for year	£	248,174,356		£	172,939,958	£	169,338,604	£	138,934,700	£	190,412,978	£	248,174,356	£	919,800,597
Progress towards forecast		40%			100%		100%		100%		100%		49%		86%

Total LGF + non-LGF Expenditure														
Actual	£	164,716,550	£	285,914,294	£	251,622,787	£	233,824,603	£	260,834,585	£	261,993,490	£	1,294,189,758
Forecast for year	£	394,363,220	£	285,914,294	£	251,622,786	£	233,824,603	£	260,834,585	£	394,363,220	£	1,426,559,488
Progress towards forecast	42%		+100%		+100%		+100%		+100%		+66%			91%

Contractual Commitments (manual entry)								
			15-17	17-18	18-19	19-20	20-21	Total
Forecast		£	204,547,946	£ 102,967,879	£ 58,580,817	£ 117,375,758	£ 32,877,600	£ 516,350,000
Actual		£	204,547,946	£ 102,967,879	£ 58,580,817	£ 117,375,758	£ 32,877,600	£ 516,350,000
Variance			+0%	+0%	+0%	+0%	+0%	+0%

## Commentary

The LCR LGF programme has progressed extremely well in its final year despite challenges faced by COVID etc. Expenditure to the end of quarter 4 2020/21 is £139.34 million against the forecast of £143.94 million which was submitted at the LGF review in June 2020.

Economic Development projects have exceeded the forecast submitted in the LGF review in June 2020 and have overspent against the original allocation in line with approved overprogramming. The following projects will continue with other sources of funding: Energy Accelerator, Resource Efficiency Fund #2 Re BIZ, LCR M62 EZ Sites - Bradford Parry Lane, LCR M62 EZ Sites - Wakefield Lanthwaite Business Park Extension, One City Park - Bradford.

Using our freedoms and flexibilities we have:-

- Used the overprogramming against Economic Development to offset underspend against the Transport Fund. This will be repaid to the Transport Fund at a later date.

- Allowed spend of £482,548 for committed Economic Development projects that occurred in April 2021. This will be captured in the next reporting period.

West Yorkshire Plus Transport Fund is contractually committed beyond the £516 million Growth Deal total allocation and will continue to spend using transport fund gainshare.

The following projects have been identified as red or amber/red but these will only have impact on the transport fund gainshare, not LGF.

Amber/Red: (LGFL56) Leeds Inland Port - Project requires additional funding in order to progress, this is not available through the Transport Fund at this time, Project Sponsor now seeking another source of match. (LGFL57) Thorpe Park Station - Current estimated cost exceeds indicative allocation. (LGFL58) CityConnect Phase 3 Canals - HNC Phase 2 - Estimated cost of delivering project currently exceeds the indicative approval, work is underway to identify additional funding. (LGFL59) CityConnect Phase 3 Canals - Leeds Liverpool Shipley - Estimated cost of delivering project currently exceeds the indicative approval, work is underway to identify additional funding.


## Section 151 Officer Approved

Name - Angela Taylor

Signature *A. Taylor* 27-May-21

**LEP Chair Approved**

Roger Marsh OBE DL

Signature  27-May-21

Project RAG Ratings					
Previous Quarter Q3_2021		This Quarter Q4_2021		This Quarter Q4_2021	
Project Name			Project Name	Previous Quarter Q3_2021	This Quarter Q4_2021
Business Growth Programme	AG	G	Bradford Odeon	G	G
Shipley College Mill	G	G	Wakefield Civic Quarter	G	G
Leeds City College Printworks	G	G	Kirklees College Learning Village	A	G
Calderdale College	G	G	York Guildhall	G	G
Kirklees College	G	G	Leeds City College Quarry Hill	AG	G
Resource Efficiency Fund	G	G	WYCA Delivery Costs	G	G
Energy Accelerator	A	AG	Mytholmroyd Flood Alleviation (GD3)	G	G
Wakefield Eastern Relief Road	G	G	Leeds Flood Alleviation Scheme (FAS1)	G	G
East Leeds Housing Growth - Red Hall	G	G	Skipton Flood Alleviation Scheme	G	G
East Leeds, Brownfield Sites	G	G	South Elmsall Rail Car Parking Extension	G	G
Halifax Town Centre (Northgate House)	A	G	Rail Parking Programme - Fitzwilliam	G	G
York Central	AG	G	Rail Parking Package - Hebden Bridge	A	A
One City Park, Bradford	G	G	Leeds Station Gateway - New station Street	G	G
Barnsley Town Centre	G	G	Leeds ELOR and North Leeds Outer Ring Road	A	A
Kirklees Housing sites	G	G	West Yorkshire UTMIC (formerly HNEP) PROGRAMME	A	A
Bath Road, Leeds	G	G	Rail Parking Package - Mytholmroyd	AG	G
Aire Valley Park and Ride	G	G	Rail Parking Package - Shipley	A	A
Wakefield College	G	G	Rail Parking Package - Steeton and Silsden	A	AG
Selby College	G	G	Rail Parking Package - Mirfield	G	G
Shipley College Salt Building	G	G	Rail Parking Package - Normanton	A	A
Bradford College	G	G	Bradford Interchange Station Gateway	G	G
A629 Phase 1a	AG	AG	Bradford FS Station Gateway	G	G
A629 Phase 2	AG	A	A650 Tong Street	AG	AG
Wakefield Phase 1 Kirkgate	G	G	SE Bradford Access Rd	AG	AG
Access to Capital Grants Programme	AG	G	Bradford to Shipley Corridor	AG	AG
Huddersfield Incubation & Innovation Programme	G	G	A650 Hard Ings Road - Phase 1: Hard Ings Road	AG	AG
Leeds University Innovation Centre	AG	G	Harrogate Road / New Line	G	G
Leeds College of Building	AG	G	Halifax Station Gateway	AG	AG
Leeds District Heat Network	G	G	A641 Bradford - Huddersfield Corridor	AG	G
Tackling Fuel Poverty (Phases 1,2,3 & 4)	G	G	A629 Phase 1b: Elland Wood Bottom to Jubilee Road	AG	AG
			A629 Phase 4: Ainley Top	AG	AG
			Huddersfield Station Gateway Phase 1	A	A
			A653 Leeds to Dewsbury Corridor (M2D2L)	A	A
			M62 Junction 24a	A	A
			A629 Phase 5 - Ainley Top into Huddersfield	A	A
			A62 and A644 Corridors incorporating Cooper bridge	R	A
			Leeds Station Gateway - Yorkshire Hub	G	G
			Thorpe Park Station	AR	A
			A65-LBIA Link Road	A	A
			A6110 Leeds Outer Ring Rd	A	A
			Leeds City Centre Network and Interchange Package	A	A
			Castleford Station Gateway	G	G
			Wakefield City Centre Package Phase 2 Ings Road	G	AG
			Glasshoughton Southern Link Road	G	G
			Castleford Growth Corridor Scheme	A	A
			CIP - Phase 1 - Leeds Fink Hill	AG	AG
			CIP - Phase 1 - Leeds Dyneley Arms	AG	AG
			CIP - Phase 1 - Leeds Dawson's Corner	A	A
			CIP - Phase 1 - Kirklees Holmfirth Town Centre	AG	AG
			CIP - Phase 1 - Kirklees Huddersfield Southern Gateway	A	A
			CIP - Phase 1 - Kirklees A62 Smart Corridor	A	A
			CIP - Phase 1 - Calderdale A58/A672 Corridor	AG	AG
			CIP - Phase 1 - Calderdale A646/A6033 Corridor	AG	AG
			CIP - Phase 1 - Bradford A6177 ORR/Toller Lane	AG	AG
			CIP - Phase 1 - Bradford A6177 ORR/Great Horton	AG	AG
			CIP - Phase 1 - Wakefield A650 Newton Bar	A	AG
			Rail Park and Ride (Phase 1) Programme	G	G
			Rail Park and Ride (Phase 2) Programme	G	G
			Rail Park & Ride (Phase 2) - Apperley Bridge	A	A
			Rail Park & Ride (Phase 2) - Guiseley	A	G
			Rail Park & Ride (Phase 2) - Moorthorpe	A	AG
			Rail Park & Ride (Phase 2) - Outwood	A	AG

# Growth Deal Dashboard

Calder Valley Line Elland Station	G	G
York Central Access	AG	AG
York Northern Outer Ring Road	AG	AG
Corridor Improvement Programme (formerly HEB)	G	G
South Featherstone Link Rd - Feasibility Study	AG	AG
Kirklees - North Kirklees Orbital Route - Feasibilit	AG	AG
York Northern Outer Ring Road Dualling- Feasibilit	G	G
New Bolton Woods	G	G
Business Expansion Fund - Strategic Inward Inve	N/A	N/A
Digital Sector Soft Landing Scheme	N/A	N/A
Leeds City Region M62 Enterprise Zone sites	A	G
Leeds Aire Valley Enterprise Zone	G	G
Bradford Interchange Station Gateway - Phase 2	G	G
WYCA Growth Deal Management & Monitoring W	G	G
Corridor Improvement Programme (Phase 2)	AG	G
Corridor Improvement Programme (Phase 3)	G	G
Wyke Beck Valley Flood Alleviation	G	G
York Northern Outer Ring Road - Phase 1 (Wethe	G	G
CIP - Phase 1 - Wakefield Owl Lane	G	G
CIP - Phase 1 - Bradford A6177 Great Horton Ro	AG	AG
Beech Hill, Halifax	A	G
Natural Flood Management - Colne & Calder	G	G
Natural Flood Management - Upper Aire	AG	G
Rail Parking Package - Garforth	AG	AG
Dewsbury Riverside	G	G
York Northern Outer Ring Road - Phase 2 (Monks	A	A
York Northern Outer Ring Road - Phase 3	AG	AG
Transformational - NE Calderdale Transformation	A	A
Transformational - LCR Inclusive Growth Corridor	A	A
City Connect Phase 3	G	A
Institute for High Speed Rail and System Integrati	A	G
Bradford Heritage Buildings - Conditioning House	AG	G
Wakefield City Centre - South East Gateway	N/A	N/A
Huddersfield Station Gateway Phase 2	A	N/A
A629 (Phase 2) - Halifax Bus Station	G	G
Leeds Inland Port	AR	AR
Transformational - A6120 Leeds Northern Outer F	G	G
Leeds Flood Alleviation Scheme (FAS2)	G	G
Transformational - Kirklees Transport Model	AG	AG
LCR M62 EZ Sites - Bradford GAIN LANE/ Thorn	G	G
LCR M62 EZ Sites - Calderdale Clifton Business	AR	A
West Yorkshire UTMCI (formerly HNEP) Phase A	G	G
West Yorkshire UTMCI (formerly HNEP) Phase A	AG	AG
LCR M62 EZ Sites - Bradford PARRY LANE	AG	G
LCR M62 EZ Sites - Bradford STAITHGATE Lane	AG	G
LCR M62 EZ Sites - Wakefield LAINGTHWAITE	AR	G
LCR M62 EZ Sites - Wakefield SOUTH KIRKBY	G	G
Flood Alleviation Brighouse and Clifton	G	G
Flood Aleivation Hebden Bridge	A	G
York Northern Outer Ring Road - Future Phases	AG	AG
West Yorkshire UTMCI (formerly HNEP) Phase A	G	G
West Yorkshire UTMCI (formerly HNEP) Phase A	AG	AG
West Yorkshire UTMCI (formerly HNEP) Phase A	G	G
CCAG Leeds- Dewsbury Road	AG	AG
CCAG Huddersfield Town centre	G	G
CCAG Canals	AR	N/A
CCAG Cooper Bridge Cycle	A	A
CCAG Castleford to Wakefield #4	G	G
Resource Efficiency Fund #2 Re BIZ	AR	G
Transforming Cities Fund Development Funding	AG	AG
West Yorkshire Integrated UTMCI Phase B	AG	AG
Rail Parking Package - Ben Rhydding	A	A
Transformational - Leeds Transport Model	A	A
Wakefield South East Gateway - Kirkgate	AG	G
Wakefield South East Gateway - Rutland Mill	A	G
Leeds City Centre Network and Interchange Pack	A	A
Leeds City Centre Network and Interchange Pack	AG	G
Bradford Heritage Buildings - High Point	AR	G
Economic Development Overprogramming	G	G
CityConnect Phase 3 West Yorkshire Combined A	G	G
Business Expansion Fund	AR	G
CityConnect Phase 3 Leeds Development	G	A
Corridor Improvement Programme - Bradford - A6	G	G
Corridor Improvement Programme - Calderdale - A	G	G
Corridor Improvement Programme - Wakefield - A	G	G
Corridor Improvement Programme - Wakefield - A	G	G
Leeds City Centre Network and Interchange Pack	AG	G
West Yorkshire Integrated UTMCI (Phase C)	G	G
CityConnect Phase 3 Canals - HNC Phase 2	-	AR
CityConnect Phase 3 Canals - Leeds Liverpool Sl	-	AR
Corridor Improvement Programme - Kirklees - A6	-	G
Corridor Improvement Programme - Leeds - A66C	-	A
Corridor Improvement Programme - Leeds - A58	-	G
Transformational - Bradford Transport Model	-	G
Transformational - West Yorkshire Mass Transi	-	G
EZ - Bradford - Gain Lane - Leeds Road Junction	-	G



## Growth Deal Outputs


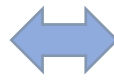


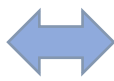
The following additional outputs have also been achieved through the programme:


- 83200 m<sup>2</sup> of new or improved floorspace for skills training
- 2156 new learners.
- £3.22 million spend on specialist equipment for training and skills development.
- 60.52 hectares of land remediated for housing.
- 12,953 m<sup>2</sup> of new commercial floorspace.
- 16,805,500 m<sup>2</sup> of land with reduced likelihood of flood risk.
- 665 business and 528 homes with reduced flood risk.
- 3535 businesses receiving grant support.
- 1356 businesses receiving financial support other than grants.
- 298 business receiving not financial support.
- 42043 tonnes CO2 reduction potential.
- 2379 fuel poor homes receiving energy efficiency measures.
- 20.65 km of new cycle ways.
- 8 junctions improved, 3 new junctions created.

This page is intentionally left blank

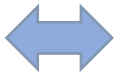


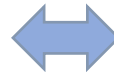
West Yorkshire Combined Authority - Corporate Performance Report (Year End results: Apr 20 - Mar 21)					
Boosting Productivity: Helping businesses to recover from the COVID-19 pandemic and helping people find and retain good jobs	Indicator / Measure	Target (Apr 20 - Mar 21)	Previous RAG status from Q3:	Year End results (Apr 20 - Mar 21)	Year End result update
1.Develop and implement our COVID-19 Economic Recovery Plan	Successfully work with the West Yorkshire Economic Recovery Board to develop long term plans using robust economic and labour market intelligence, and to inform Government on investment required to drive the region's recovery	Economic Recovery plans supported by market intelligence and endorsed by Combined Authority at meeting in July. Secure Govt funding for delivery of 3 stages of the Economic Recovery Plan	↔	Economic Recovery Plan developed, implementation ongoing	The West Yorkshire Economic Recovery plan has been developed in partnership with the West Yorkshire Economic Recovery Board, bringing together local authority leadership, public partners, trade unions and the private and third sector and was endorsed at first version form by the Combined Authority in September 2020. Plans and Performance indicators are being developed as part of the Rescue stage, to support Action Areas: Good jobs & resilient businesses, Skills and Infrastructure detailed in the Economic Recovery Plan. The plan has been published on the Economic Recovery Board website. Leaders, with the chair of the LEP, have sent a letter to the Chancellor asking to meet to discuss the plan and how it can be taken forward. The funding asks were also submitted as part of the CSR submission. A refresh of the plan has taken place and was endorsed at the Combined Authority meeting in March 2021, including the addition of a proposition on culture. Implementation has begun, with funding committed to programmes on Employment, Skills, Entrepreneurship, Health tech and Net Zero carbon pipeline.
2.Support business to respond to the challenges & opportunities of Brexit & COVID-19. Providing intensive support to over 1,000 businesses	Number of businesses receiving intensive support for growth and/or business resilience - supported through Growth Service/BGP/DBG/IR/Brexit voucher	Increased from 1000 to 2000	↔	4,441	943 businesses have received intensive support from Local Authority based Growth Managers, 1,576 businesses have received capital investment grants, 571 businesses have received business resilience advisory support through the Strategic Business Growth and Investment Readiness programmes and 1,351 businesses have been supported to join a membership organisation
3.Take forward the Future Ready Skills Commission, delivering better skills and training opportunities to local people	Skills Commission: Complete delivery and agree recommendations. Publish/launch final report (September 2020)	Publish/launch final Skills Commission report by end of September 2020 then goes on to be influencing campaign		Completed	The Future-Ready Skills Commission is an independent, national Commission supported by the West Yorkshire Combined Authority and made up of experts and leading thinkers from business, education, local government and think tanks. Its primary scope is to understand how the skills system, from post-16 education through to adult skills and career development, could be shaped to better meet the needs of local economies with greater devolution across England, while meeting future challenges and opportunities in the workplace. Launched on 24 September, work is now underway on a post launch implementation plan
4.Develop specialised business support programmes tailored to COVID-19 recovery	Alignment of programmes to the long term Economic Recovery Plan with support from West Yorkshire Economic Recovery Board and success demonstrated through market intelligence and consultation with local businesses and enterprise	Adaptable teams able to respond to the needs of businesses and local economy recovery, advising Government on regional business support requirements and managing, facilitating the issuing of grants and signposting businesses to available support	↔		Performance has exceeded target due mainly to additional business support schemes that have been implemented at pace in response to Covid-19. These have included businesses supported through the Digital Resilience Vouchers, COVID Recovery Grants, business membership support, Peer Networks, and cyber security support. The overall volume of enquiries into the Gateway also increased significantly, particularly in response to the first lockdown and the launch of the COVID Recovery Grant programme.
5.Invest in digital connectivity	Digital Infrastructure: developing a full fibre infrastructure programme across the region, focusing on hard to reach areas	External funding secured: Working with Department for Digital, Culture, Media & Sport (DCMS) / Building Digital UK (BDUK) on the new Outside In Programme to ensure the priorities of our region are represented and delivery of 100% coverage of gigabit capable broadband by 2025 (in line with national targets)	↔		Collaboration is ongoing with Department for Digital, Culture, Media & Sport (DCMS) / Building Digital UK (BDUK). Responded to DCMS planning for GB consultation in January 2021 - Further engagement taking place in Feb to shape phasing and any roll out of this programme.
6.Deliver another 170,000 square footage of commercial space through the Enterprise Zone programme.	Square footage of commercial floor space created through the Enterprise Zone programme	170,400 sq' ft	↔	188,900 sq' ft delivered	Delivery of commercial floorspace targets across the Leeds City Region Enterprise Zone Programme through the Growth Deal has been completed and exceeded. This is against a very challenging year where activity has been able to continue across all sites despite raw material shortages and additional safety and work practices needed to be implemented due to the COVID 19 pandemic. All completed units have been sold or leased to organisations investing in the Leeds City Region creating job opportunities and economic growth.
Enabling Inclusive Growth: Enabling as many people as possible to contribute to, and benefit from economic growth especially those disproportionately affected by the pandemic	Indicator / Measure	Target	Previous RAG status from Q3:	Year End results (Apr 20 - Mar 21)	Year End result update
1.Provide a bus network that meets the needs of local communities in the context of COVID-19 recovery	The Bus Strategy contains measurements of accessibility to a bus service, patronage levels, modal and market share and environmental standards	The pre COVID headline target is to grow bus patronage by 25% from a 2018 baseline	↔		Bus services continue to operate under emergency funding, now anticipated to expire in August 2021, delivering largely the pre-Covid-19 pandemic network, managed through the Bus Alliance (Voluntary Partnership) agreed with bus operators. Initiatives are in development to transform bus network to meet the changed economy such as Network Navigation project, MCard Mobile app and flexible ticketing. 2020/21 National Bus strategy launched requiring all Local Transport Authorities to sign up to Enhanced Partnerships or Franchising in June 2021, and Bus Service Improvement Plans (BSIP) by October 2021. Transitional funding to be determined by Government to run from August 2021 until BSIPs come into force in April 2022. Bus Patronage may recover to 80% of pre-Covid-19 levels in Summer 2022.
2.Support people to access employment & retrain, particularly those affected by the COVID-19 crisis	No. of people reached with information on careers linked to labour market information to promote better informed choices.	250,000	↔	2,104,028	The most visited page on the website for March was the careers starters page, which had risen slightly above [re]boot for the first place. All the traffic to this page happened from March 1st – March the 4th which correlates to campaigns running for National Careers Week. The overall traffic to the FutureGoals website saw an expected decrease since February 2021, as with most campaigns reaching their end date and traffic is expected to increase as soon as the campaigns are live again. [re]boot is expected to spike in traffic when the advertorial goes live in the Yorkshire Evening Post in early April.
3.Work closely with schools and colleges to support our most disadvantaged young people	Disadvantaged schools and colleges from deprived areas engaged to improve performance towards good careers benchmarks.	92	↔	93	In support of careers strategy and evaluation of careers activity, the team have successfully completed action plans with identified schools. During Covid-19 pandemic, within which this new KPI was set, the target has been achieved and well received by schools and colleges as a supportive measure. This will be reviewed in the final term to support reflection and planning to look ahead considering transition implications, virtual and physical support from September 2021.
4.Continued delivery of [re]boot & Employment Hub	Individuals supported to upskill through: [re]boot, Employment Hub and teacher Continuing Professional Development (CPD) sessions.	1,000	↔	2,192	[re]boot - The number of starts on programme is steady. Our new procured partner have had a slower start than expected. Schools Partnership – Overall this year the number of planned CPD sessions has been lower than originally planned due to the pandemic, however virtual CPD has been received well. Employment Hub - Referrals continue to increase for all Employment Hubs with approx 50% converted into starts on programme. Virtual group sessions for jobseekers to help them prepare for Kickstart. Talent match services being offered too. Preparations continue to resume face to face delivery. Reports of working closely with health partners and recruitment teams to provide vaccine support. Skills for Growth – Projects between businesses and learning institutions are underway but none have yet completed.
5.Connect homes & businesses to superfast broadband	Number of premises able to connect to Superfast Broadband as a direct result of the Broadband programme	44,623 Revised in year to 41,619	↔	Contract 2 - Annual: 2,037 Cumulative: 40,718	The West Yorkshire and York Broadband Contract 2 is on track for delivery despite Covid-19 impact causing some minor slowdown on the fibre delivery by our supplier, Openreach. Our Broadband team and supplier have worked together to address issues and all 2021 builds have been on target. 2,037 premises were connected as part of the current Broadband Programme, in total across this contract 40,718 premises have been provided with Superfast Broadband. The team are on schedule to complete delivery of 41,619 premises in Q1 21/22. During the programme, Openreach reviewed their commercial delivery and identified 3,004 premises that were covered by that programme therefore unsuitable for inclusion within Contract 2 due to State Aid implications and will therefore be delivered directly & commercially by Openreach. As a result a Change request was accepted by the Combined Authority to reduce the contract delivery figure from 44623 to 41619 premises.
6.Embed inclusive growth in all our policies	Ensure our pipeline of (new and existing) interventions, covering all policy areas, draws on and deliver against the Inclusive Growth Framework (once adopted).	Adoption of the Inclusive Growth Framework by Combined Authority and LEP in July 2020	↔		The Inclusive Growth Framework is going to the LEP Board for adoption as part of the Strategic Economic Framework in January 2021. The Plan has a strong focus on addressing socio-economic inequalities and delivering an inclusive economic recovery. Its proposed interventions are aligned with the Framework's strategic ambitions and goals. The Inclusive Growth Framework was supported by LEP board in February 2021 and will be going to Combine Authority board in the near future.
Delivering 21 <sup>st</sup> Century Transport: Ensuring our transport network recovers to provide the services that people need, while laying the foundations for future improvements	Indicator / Measure	Target	Previous RAG status from Q3:	Year End results (Apr 20 - Mar 21)	Year End result update
1.Restore the bus network to meet changing demand in light of the COVID-19 pandemic and adapt to a new financial environment	Bus mileage is a measure of the level of provision Bus patronage is a measure of the level of bus use	To return the bus network to 100% of 2019 mileage and patronage	↔	Bus mileage restored to 100% of 2019 levels Bus patronage at 90% of equivalent month in 2019	Whilst bus mileage has been restored to 2019 levels, demand for bus travel remains constrained by Covid-19 restrictions and bus capacity is constrained by required safety/ social distancing. The funding gap created by the missing fare revenue is jointly covered by Department for Transport (DfT) and the Combined Authority paying concessions at 2019 levels. Details of Government 'emergency funding' expected in late January/ February. There is a risk to the current bus network provision, if emergency/ recovery funding does not match the revenue gap caused by reduced patronage. April - with relaxing of lockdown rules patronage recovering to 60 % of pre COVID levels. Social distancing rules restrict capacity.
2.Refresh travel information to reflect changing travel behaviour	Adapt the travel information system and data provided to passengers to include occupancy information	Bus occupancy data on real time system available by September 2020	↔	Completed	Functionality was delivered in November 2020 and now provides information for the travelling public for all stops with real time information displays fitted across West Yorkshire.
3.Introduce a Fare Deal for under 19s with a simple fare structure	Approval of Fare Deal for Young People under 19 approach and scheme by Combined Authority in March 2020, implementation September 2020	Combined Authority approval in March 2020, implementation September 2020	↔		Covid-19 related restrictions on bus capacity have delayed the implementation of the 'Fare deal for young people', the objective of which is to grow bus patronage in this market. The fares arrangements were ratified by the Transport Committee in November 2020 and in the case of the multi-operator ticket range, agreed by the West Yorkshire Ticketing Company (responsible for the MCard) in December 2020. A 2021 implementation is anticipated at such time as Covid-19 restrictions have been relaxed.
4.Launch an MCard mobile ticketing app offering new products to a changed market	Launch a new MCard app	Launch a new MCard App by May 2020	↔	MCard App launched October 2020	The App was launched for bus only products in October 2020. Delays were incurred due to the non-acceptance of the App at railway station gates and this impacted implementation across the whole MCard (bus and rail) product range however issues were resolved and went live February 2021. Development and testing work began in March 2021 to deliver further functionality within the App, including the ability for parents to 'gift' tickets to their children's mobile phones.
5.Continue to develop plans for a Mass Transit system for West Yorkshire.	Mass Transit: Secure sufficient funding and develop effective plans	Milestones Secure funding from Combined Authority (June 2020), Strategic Outline Business Case (June 2021)	↔		In December 2020, the Combined Authority agreed in principle to the launch of the engagement of the Connectivity Plan, including the approach to Mass Transit and the Mass Transit Vision. Work is progressing on the Strategic outline Business Case (SOBC). Government reaffirmed funding for Mayoral Combined Authorities for a Transport Settlement from 2022. We await the process to access the funding from Government. The procurement of a Development Partner has completed and inception meeting held. Proposals are in development on the resourcing and structuring of Mass Transit.
6.Work with our partners to secure HS2 and Northern Powerhouse Rail for our region.	Strategic Rail: Influence Government to deliver HS2 Phase 2b in full and Northern Powerhouse Rail with a City Centre station in Bradford	Milestone (Government announcement dependent) – Agree petitioning approach and work with Transport for the North (TFN) on an Strategic Outline Business Case for March 2021 (subject to the review of HS2)	↔		Transport for the North (TFN) Board meeting in November 2020 agreed an initial preferred network for NPR, including a new line from Leeds, Bradford city centre to Manchester. We are deeply concerned about the National Infrastructure Commission's conclusions in its Rail Needs Assessment of the North and Midlands. It does not reflect the rail needs of our region and we are making representations to Government to express our opposition. Engagement is ongoing with Government at officer and Ministerial level to influence IRP.
7.Start delivery of the Transforming Cities Fund (TCF), to reduce reliance on the car and promote public transport, cycling and walking.	TCF 2020/21 spend achieved in accordance with agreed target	All projects underway in FY 2021 / spend target £10m+ for FY2021	↑	All 33 TCF projects entered Assurance Framework process / £10.69m actual spend	Actual spend in FY 2021 £10.69M. The Transforming Cities Fund programme is delivering 33 transport infrastructure projects aimed at reducing reliance on car travel and increasing and improving infrastructure for public transport and cycling and walking across the City Region. 1 project is on site, 7 projects have completed Outline Business Case stage, 3 projects are in Appraisal stage, 4 projects have completed Full Business Case stage, consultation has launched or completed on 8 projects, 9 projects have completed deep dives and 1 project is progressing through assurance. A full TCF Programme review report is going to Investment Committee in June 21
Tackling the Climate Emergency: Ensuring a green recovery and accelerating our plans for a net zero carbon economy by 2038 at the latest	Indicator / Measure	Target	Previous RAG status from Q3:	Year End results (Apr 20 - Mar 21)	Year End result update
1.Publish a roadmap setting out how we achieve our ambition of becoming a net zero carbon economy by 2038 at the latest	Tackling the Climate Emergency: Sectoral pathways agreed and delivery plans developed	Milestones / Progress measure: Draft pathways produced (May 2020), final pathways produced (June 2020), number of delivery plans in place (tbc)	↔	Completed	Carbon Emission Reduction Pathways (CERP) study split into 3 tasks: 1. Pathways; 2. Implementation Roadmap; 3. Policy Recommendations / Actions. Task 1: Pathways was completed and endorsed by Combined Authority in July 2020. Tasks 2 and 3 have now completed and undertaking additional round of engagement with Leaders prior to seeking endorsement from the Combined Authority in June 2021. Original plan to take to the Combined Authority in March 2021 was vetoed due to sensitivities relating to the elections.
2.Deliver priority projects in the Energy Strategy	Energy Strategy: Performance against the Energy Strategy and Delivery Plan (performance dashboard capturing progress of projects is in development and will be amalgamated into an overall RAG)	The dashboard of progress on projects to be Green and on track	↔		Of the 39 projects highlighted on the performance dashboard, over half are either in progress or have been completed. A further 6 projects are pending the outcomes of the Carbon Emission Reduction Pathways (CERP). Resources to deliver the full programme of activity outlined in the dashboard continues to limit progress. Extensive engagement with partners and stakeholders is underway, which will shape the outcomes of the projects highlighted in the dashboard. Significant progress is being made to develop a long term plan to improving energy efficiency across the City Region's homes. The Combined Authority has also started a new project to strengthen Climate Emergency impacts in decision making. A new Carbon Impact Assessment tool is being developed together with the development of methodology and assessment for existing projects. Assessment of a smaller set of priority projects is being undertaken, to understand how the methodology can be applied, information available and the time required to undertake assessments.
3.Help 150 businesses to lower their carbon impact through the Travel Plan Network and the RE:Biz resource efficiency programme.	No. of businesses intensively supported through TPN and REF/RE:Biz	150	↔	139	The RE-Biz team have focused their efforts on raising the profile of the programme amongst key business support partners across the region to help increase the number and quality of referrals. As such, the project managed to gain more traction over the last quarter with an increase in remote audits being undertaken, grant applications being submitted and businesses receiving consultancy support via the Circular Economy pilot. Challenges do remain however, engaging with business across North Yorkshire. The ongoing issues linked to Covid-19 including furloughed employees and social distancing measures in place on public transport have restricted the Travel Plan Network's ability to engage new members. However, the team have focussed on supporting existing members including the development of peer forums to help share best practice, share resources and develop shared travel plans in an effort to prevent a return to single occupancy car use as lockdown restrictions ease.
4.Enable 8 schemes to enter the Energy Accelerator	Number of Low Carbon Projects supported through the Energy Accelerator to Gateway 2 (achieving signed Sponsorship Agreement) by 2021	8	↔	9	9 agreements have been supported through The Gateway, 3 of these projects have completed. Since March, a 10th project has begun moving through GW2.
5.Establish a connectivity plan & pipeline, promoting active & decarbonised travel for all communities	Establish a connectivity plan and pipeline promoting active and decarbonised travel	Input into Spending Round (July 2020), Road Map and Action Plan is finalised Spring 2021.	↔		West Yorkshire Emission Reduction Pathway Study Road Map and Action Plan is in development. Connectivity Plan engagement undertaken in January 2021. Work progresses on communications and engagement plan. Spending Round 2020 reaffirmed Government plans for a Transport Settlement for MCAs from 2022 – the process for accessing the funds is still to be confirmed. Organisational restructure opportunity to increase capacity needed to develop and prioritise pipeline.
6.Reduce carbon from the Combined Authority's assets	Carbon Reduction Initiatives in Bus Stations, Travel Centres and Offices	Bus Station/Travel Centres: to reduce energy and water consumption by 3% against 2019/20 baseline and increase recycling by 10%. Offices: Reduce energy and water consumption by a further 10%, increase recycling by a further 30% and switch to green/sustainable energy suppliers by April 2021	↔	Combined Authority offices, Bus Stations and Travel Centres: energy reduced by 30-40%, water consumption reduced by 45% and waste reduced by 34% against 2019/20 baseline. Switched to green electricity energy supplier.	Recycling has been impacted significantly by Covid-19, as many recycling plants closed however, this has been offset by a reduction in waste production generally and the overall environmental impacts of lockdown restrictions on waste production at our facilities have been positive. Office building targets will be revised as the workforce have been remote working during lockdown, with a phased return planned for 2021. Refurbishment works at Wellington House have commenced with carbon reduction measures being implemented, and the Safety, Accessibility and Environmental Improvements project will see the Combined Authority's ageing diesel fleet replaced with electric vans in 2021. The Combined Authority has also committed to purchase 100% renewable electricity energy from April 2021. Carbon reduction and increased recycling measures have been incorporated into Transforming Cities Fund programme as well as other projects, schemes and contracts in Bus Stations, which will be delivered and implemented throughout 2021

### Corporate risk summary

			Probability	Impact	Mitigation summary	Direction of travel
<div style="background-color: red; color: white; padding: 10px; text-align: center;"> <b>Very high</b> </div>	CRR-SD1	<b>There is a risk that</b> we fail to fully deliver projects and programmes (i.e. Growth Deal) within timescales or budget, or with the anticipated level of benefits, <b>due to</b> over-optimistic profiles, capacity within both the Combined Authority and District partners and recruitment and retention challenges.	Possible 3	Critical 5	<ul style="list-style-type: none"> <li>Significant monitoring and controls in place through PMO</li> <li>Continuing support through 'District Pool' project resource</li> <li>Ongoing Review of WY+TF portfolio with Chief Highways Officers</li> </ul>	
	CRR-SD5	<b>There is a risk that</b> there will be a major impact on achievement of organisational objectives and/or a need to reconsider objectives and divert resources, <b>due to</b> a major unanticipated change in national policy (Brexit; major change in govt policy).	Possible 3	Critical 5	<ul style="list-style-type: none"> <li>Continued dialogue with Government</li> <li>Policy and Strategy directorate continuing to monitor emerging national trends</li> <li>Continued work with local LEPs and Combined Authorities</li> </ul>	
	CRR-SD6	<b>There is a risk that</b> key corporate objectives cannot be met <b>due to</b> the long term impacts of the COVID-19 pandemic on the regional economy and on travel habits.	Possible 3	Critical 5	<ul style="list-style-type: none"> <li>Research and Intelligence team modelling potential impacts and long term scenarios</li> <li>Working closely with partners and representative groups to identify possible long term impacts and develop joint responses</li> <li>Updated business plans to identify key areas for re-prioritisation</li> </ul>	
	CRR – FR3	<b>There is a risk that</b> the immediate, medium and long term financial health of the Combined Authority will be adversely affected <b>due to</b> the financial impacts of the COVID-19 pandemic	Possible 3	Critical 5	<ul style="list-style-type: none"> <li>Financial scenario planning undertaken and being continually updated</li> <li>Continued liaison with Government to understand funding opportunities</li> <li>Budget Working Group meeting to oversee response</li> </ul>	
	CRR-SD8	<b>There is a risk that</b> there will be a significant increase in unemployment across the region, <b>due to</b> the ongoing economic disruption caused by the COVID-19 crisis and the end of the	Likely 4	Serious 4	<ul style="list-style-type: none"> <li>Joint intelligence gathering on the employment impacts– including the demographic, sectoral and geographical impact</li> <li>Current programmes – particularly the Employment Hub and [re]boot – have been flexed to support redundant and furloughed workers</li> </ul>	

			Probability	Impact	Mitigation summary	Direction of travel
		national Job Retention Scheme (furlough)			<ul style="list-style-type: none"> <li>• Lobbying government for Combined Authorities to be resourced to support people into work and for a national job creation/wage subsidy scheme.</li> <li>• Recovery Plan developed including a focus on creating employment and self-employment opportunities.</li> </ul>	
	CRR-FR4	<b>There is a risk that</b> the Combined Authority is placed under pressure to fund the reinstatement of commercial bus services threatened with withdrawal, <b>due to</b> premature withdrawal of emergency government funding support	Possible 3	Critical 5	<ul style="list-style-type: none"> <li>• Continued liaison with Government on funding</li> <li>• Close liaison with bus companies to identify cost neutral/effective solutions</li> <li>• Review and adapt current mechanism to appraise social and commercial value of threatened services</li> </ul>	

			Probability	Impact	Mitigation summary	Direction of travel
High 4	CRR-DR1	<b>There is a risk that</b> a major contractor/supplier/recipient of Combined Authority funding encounters significant financial difficulties, or enters administration or liquidation, and are therefore unable to deliver agreed projects, <b>due to</b> current uncertainties within the construction industry.	Possible 3	Serious 4	<ul style="list-style-type: none"> <li>Contractual KPIs &amp; penalty clauses</li> <li>Agreed escalation routes in contracts</li> <li>Ability to de-scope via change requests with partner buy-in</li> <li>Embed security measures into as many contracts as possible e.g. bond, legal charge, priority in lending hierarchy</li> <li>Regular financial checks in place through Procurement &amp; contract/loan monitoring</li> <li>External consultants procured to advise on future investment strategy/due diligence processes for more commercial deals</li> </ul>	↔
	CRR-SD2	<b>There is a risk that</b> there are challenges and disruption to the way in which the Combined Authority provides services and the resources available to deliver those, <b>due to</b> uncertainty surrounding the UK's future relationship with the EU.	Possible 3	Serious 4	<ul style="list-style-type: none"> <li>Organisation wide Brexit action plan in place</li> <li>Ongoing liaison with Bus Operators for reassurance on preparation for fuel or labour shortages</li> <li>Communications and media campaign focusing on effective signposting and support</li> <li>Monitoring of legislative developments</li> <li>Additional grant funding available to support local businesses</li> <li>Secured additional resources, and refocussed existing ones, to support more businesses to prepare for Brexit and to gain a better understanding of impacts/opportunities on the economy.</li> <li>Continuing to monitor projects which may be vulnerable to shortages in skilled labour or supply chain disruption</li> </ul>	↓
	CRR-FR2	<b>There is a risk that</b> there is insufficient floorspace to generate projected business rates income, <b>due to</b> challenges in bringing forward Enterprise Zone sites within Growth Deal funding and occupier incentive timescales.	Possible 3	Serious 4	<ul style="list-style-type: none"> <li>Progress policy gap workstreams in parallel with Delivery</li> <li>Progress detailed due diligence &amp; potential funding/overage agreement negotiations</li> <li>Identify other potential land/property income streams for GD monies</li> </ul>	↔
	CRR-SS1	<b>There is a risk that</b> a major accident or injury occurs at a Combined Authority facility, <b>due to</b> the high volume of people and inherent operational risks present in a bus station, transport interchange or Combined Authority facility.	Unlikely 2	Critical 5	<ul style="list-style-type: none"> <li>Health and safety policies, procedures and processes in place</li> <li>Staff training</li> <li>Ongoing review of Health and Safety risks</li> <li>Working with district emergency planning units to share knowledge and develop joint plans</li> <li>Continued working with police on preventative measures</li> <li>Business Continuity and Disaster Management workshops taking place at corporate level</li> </ul>	↔

			Probability	Impact	Mitigation summary	Direction of travel
215	CRR-SD3	<b>There is a risk that</b> there is a substantial reduction or alternation of services to customers, <b>due to</b> the business failure, sale, or substantial change in bus/rail providers.	Possible 3	Serious 4	<ul style="list-style-type: none"> <li>• Close relationships with operators to obtain early warnings</li> <li>• Dialogue with DFT, TFN</li> <li>• Work commissioned and in progress to consider future bus options</li> </ul>	
	CRR-SD7	<b>There is a risk that</b> frontline services and business as usual activities cannot be adequately provided <b>due to</b> staffing availability issues as a result of the Covid pandemic	Possible 3	Serious 4	<ul style="list-style-type: none"> <li>• Staffing levels being monitored and individual circumstances being regularly reviewed</li> <li>• Additional staff trained and redeployed into frontline positions</li> <li>• Productivity being actively monitored</li> </ul>	
	CRR-SD12	<b>There is a risk that</b> there could be a loss in continuity of core OPCC services <b>due to</b> the transfer of the function into the Combined Authority and the transfer of PCC powers to the Mayoral Combined Authority	Unlikely 2	Critical 5	<ul style="list-style-type: none"> <li>• The Combined Authority, the OPCC and West Yorkshire Police are continuing to work in partnership to ensure all necessary arrangements are in place following the transfer of policing and crime powers to the MCA</li> <li>• Significant work undertaken to identify possible business continuity risks arising from the OPCC transfer and mitigations plans in place to address these.</li> </ul>	
	CRR-SS2	<b>There is a risk that</b> a cyber security malware infection could infiltrate the organisation, <b>due to</b> the growth of cyber crime and organisation targeting which is increasing due to covid19	Possible 3	Serious 4	<ul style="list-style-type: none"> <li>• Systems protected through firewalls</li> <li>• Additional cyber security software in place</li> <li>• Increased training for ICT staff</li> <li>• Regular testing</li> </ul>	

This page is intentionally left blank



## **MINUTES OF THE MEETING OF THE WEST YORKSHIRE COMBINED AUTHORITY HELD REMOTELY ON THURSDAY, 22 APRIL 2021**

---

### **Present:**

Councillor Susan Hinchcliffe (Chair)	Bradford Council
Councillor Tim Swift MBE (Deputy Chair)	Calderdale Council
Councillor Andy D'Agorne (Substitute)	York Council
Councillor James Lewis	Leeds City Council
Councillor Stewart Golton	Leeds City Council
Councillor Denise Jeffery	Wakefield Council
Councillor Steven Leigh MBE	Calderdale Council
Roger Marsh OBE DL	Leeds City Region Local Enterprise Partnership
Councillor Shabir Pandor	Kirklees Council
Councillor Rebecca Poulsen	Bradford Council

### **In attendance:**

Councillor Kim Groves	Chair, Transport Committee
Councillor Peter Harrand	Chair, Overview & Scrutiny Committee
Ben Still	West Yorkshire Combined Authority
Caroline Allen	West Yorkshire Combined Authority
Brian Archer	West Yorkshire Combined Authority
Melanie Corcoran	West Yorkshire Combined Authority
Dave Pearson	West Yorkshire Combined Authority
Alan Reiss	West Yorkshire Combined Authority
Angela Taylor	West Yorkshire Combined Authority
Ian Smyth	West Yorkshire Combined Authority
Ruth Chaplin	West Yorkshire Combined Authority

### **109. Apologies for Absence**

Apologies for absence were received from Councillor Keith Aspden.

### **110. Declarations of Disclosable Pecuniary Interests**

Councillor Golton advised that he would not take part in any discussion in respect of Agenda Item 8, MCA Governance Arrangements, as he was the Liberal Democrat candidate for the role of West Yorkshire Mayor.

### **111. Exclusion of the Press and Public**

There were no items on the agenda that required the exclusion of the press and public.

**112. Minutes of the Meeting of the Combined Authority held on 9 March 2021**

**Resolved:** That the minutes of the meeting of the West Yorkshire Combined Authority held on 9 March 2021 be approved.

**113. COVID-19**

The Combined Authority considered a report of the Director of Economic Services which provided an update on developments concerning the COVID-19 crisis, including business support and skills programme delivery.

The report outlined a number of issues in respect of the roadmap out of lockdown restrictions and the next steps on the implementation of elements of the West Yorkshire Economic Recovery Plan. The support being provided at a West Yorkshire level, including the local authority grant distributions from the Government funding was noted and further information on the payments made to businesses would be provided.

In noting the updates on employment and skills support, Members discussed funding for further education colleges and the recent Government announcement regarding the clawback threshold if colleges did not achieve the required level of success. The Authority would work with the further education sector and private providers to ensure they have sufficient financial resilience.

In respect of public transport, it was noted that because of the reduced capacity on buses, arrangements are in place for operators to provide additional vehicles at busy times such as for school services. Further details of future bus funding arrangements linked to the National Bus Strategy are awaited and a report will be brought to a future meeting.

**Resolved:** That the report be noted.

**114. Community Renewal Fund**

The Combined Authority considered a report of the Director, Policy, Strategy and Communications on the UK Community Renewal Fund (UKCRF).

The UKCRF 2021-22 had been announced in the recent Budget and aims to support people and communities most in need, creating opportunities to trial new approaches and innovative ideas ahead of the UK Shared Prosperity Fund in 2022. The fund will be administered by the Ministry of Housing, Communities and Local Government (MHCLG) and the Combined Authority has been designated as the Lead Authority for West Yorkshire.

The report summarised the purpose and scope of the UKCRF and the Combined Authority's responsibilities as the designated Lead Authority, as defined by Government.

An invitation to bid was now live and a panel of Combined Authority and Local Authority officers will assess and prioritise all bids and details of the process were outlined in the submitted report. It was noted that the Combined Authority will need to submit shortlists up to a maximum of £3 million per place to Government by 18 June 2021. As there would not be a meeting of the Combined Authority before that date, it was agreed that the Managing Director be authorised to finalise and submit them to Government on behalf of the Combined Authority. It was also agreed that shortlists will be shared with Members. It was expected that the Government will announce the outcome of the assessment process from late July 2021.

**Resolved:**

- (a) That the purpose and scope of the UK Community Renewal Fund and the responsibilities of the Combined Authority as the designated Lead Authority, as defined by Government, be noted.
- (b) That the Managing Director be authorised to finalise and submit the shortlists to Government on behalf of the Combined Authority.

**115. Capital Spending and Project Approvals**

The Combined Authority considered a report of the Director of Delivery on capital spending and project approvals.

Members noted the progress and funding for a number of schemes through the Combined Authority's assurance process which were outlined in the submitted report. These had been approved by the Investment Committee on 4 March 2021 and 7 April 2021 and included:

- TF: Mirfield to Dewsbury to Leeds
- GBF: Dewsbury Arcade
- GBF: Brighouse A6025 Reconstruction
- George Hotel, Huddersfield
- CIP: Fink Hill, Leeds
- York Central Access & York Station Frontage
- Points Cross, Hunslet Road
- Temple Green Park & Ride Extension
- Digital Skills Programme – Adult Digital & Technical Skills Project
- Door to Door Digital Community Transport Service
- Parry Lane Enterprise Zone
- Leeds Public Transport Investment Programme (LPTIP) Review 2020
- UTMIC Element C
- CityConnect Phase 1 and 2
- Business Growth programme

Details of all the schemes were provided in the submitted report.

**Resolved:** That the projects that have been approved by the Investment Committee be noted.

## **116. MCA Governance Arrangements**

The Combined Authority considered a report of the Director, Corporate Services on governance arrangements.

### Governance Documents

The report provided an update on the work that has been completed to date on the Combined Authority's Constitution as part of the phased approach introduced and approved at the last meeting. A summary of the timescales for approving the remaining documents was attached at Appendix 1.

As part of this phased approach, the Combined Authority approved further draft constitutional documents at Appendices 2-9 which addressed Mayoral functions, including PCC functions, most of which are to be in effect from 10 May 2021 when the Mayor is in office. Appendix 2 provided an introduction to the Combined Authority's Constitution and the Protocol for the exercise of Concurrent Functions and Statutory Consents which would be introduced with immediate effect was attached at Appendix 4. This would be subject to review before the end of the calendar year.

### Independent Remuneration Panel (IRP) Reports

Members considered the IRP's reports and recommendations for both the Overview & Scrutiny Committee and Deputy Mayor for Policing and Crime which were attached at Appendices 10 and 11. Councillor Golton took no part in the discussion as he was the Liberal Democrat candidate for the role of West Yorkshire Mayor.

It was noted that following the changes to the scrutiny structure that were approved on 9 March 2021, an IRP was convened to reassess the level of allowances paid to the members, Chairs and Deputy Chairs (if appointed). Members were advised that there is no statutory provision to consult an IRP and their recommendations are intended to assist the Combined Authority in determining an appropriate level of remuneration. It was noted that there is also no statutory requirement for the allowance of the Deputy Mayor for Policing and Crime to be considered by an IRP as the power to determine their allowance rests with the Mayor. However it was considered that in order to promote transparency and consistency the IRP be asked to also make recommendations for this role.

### **Resolved:**

- (a) That the Combined Authority approves the Protocol for the exercise of Concurrent Functions and Statutory Consents attached at Appendix 4, to be of immediate effect and subject to review before the end of the calendar year.

- (b) That the Combined Authority approves the following documents to be of effect from 10 May 2021:
- Articles 5-14 attached at Appendix 3
  - Part 4: Budget and Policy Procedure Rules attached at Appendix 5
  - Part 5: Revised members' Code of Conduct and new Protocol for Member/officer relations attached at Appendices 7 and 8
- (c) That the Combined Authority approves the Petitions Scheme attached at Appendix 6, to be of effect from the Annual Meeting.
- (d) That the report and recommendations of the Independent Remuneration Panel in relation to remuneration for members of the Overview & Scrutiny Committees attached at Appendix 10 be approved, to be of effect from the appointment of the committees.
- (e) That the report and advice of the IRP in relation to remuneration for the Deputy Mayor for Policing and Crime attached at Appendix 11 be noted.

#### **117. MCA Committee Arrangements**

The Combined Authority considered a report of the Director, Corporate Services on MCA committee arrangements.

Members discussed the proposals for changes to be made to the Combined Authority's current decision-making arrangements. An overview of the principles and options highlighting the key elements was provided in the submitted report and the current and proposed structures were attached at Appendices 1 and 2. It was reported that the proposals and alternative options had been considered by the West Yorkshire Leaders in the context of the new functions and funding arising from the West Yorkshire devolution deal. It was considered that the proposed new arrangements would better reflect the changed role and responsibilities of the Authority following the appointment of a Mayor for West Yorkshire.

The proposal to establish formal Combined Authority member portfolio leads was discussed together with the suggested membership across the new committee arrangements which was set out in Appendix 4. Concern was raised regarding the lack of political balance on some committees and Members were reminded that West Yorkshire was the only Combined Authority that includes opposition members and that the new scrutiny committees would be chaired by opposition members to the Mayor.

Members considered the proposals in respect of the Transport Committee outlined in the submitted report. It was noted that because of the current complex and demanding transport agenda, significant input was needed from the Chair of the Committee outside the committee cycle. It was therefore agreed that the Transport Committee be retained in its current form at the present time and reviewed following the annual meeting. It was noted that the Authority had previously agreed to establish a Transport

Scrutiny Committee which would be appointed at the annual meeting. It was however possible that this Scrutiny Committee would have a wider remit than just transport and it was therefore proposed that the extent of its work programme be phased in during the course of the municipal year. Councillor Harrand, Chair of the Overview & Scrutiny Committee expressed his concern regarding the proposal and asked for clarification on when the review of Transport Committee was expected to be undertaken and the timescales for the phased approach to moving to an enhanced scrutiny arrangement. Members were advised that the review would be undertaken at the earliest opportunity although any changes would not be made until the annual meeting in 2022.

Councillor Pandor was thanked for his work with the Inclusive Growth and Public Policy Panel. While it was proposed that panel would not continue under the new arrangements, the importance of ensuring inclusive growth was embedded in all the committees was acknowledged and this would be reflected in their terms of reference and metrics.

The Authority approved the proposals for changes to be made to the decision-making arrangements. Local authorities will be asked to nominate representatives following the local elections and details of the governance arrangements would be worked up to enable the revised committee arrangements to be put in place at the Combined Authority's Annual Meeting.

**Resolved:**

- (a) That the Combined Authority approves the proposals outlined in the submitted report for changes to be made to the Combined Authority's decision-making arrangements, including in relation to structures and membership, following the election of a Mayor for West Yorkshire.
- (b) That officers be asked to work up the detail of the governance arrangements including terms of reference for the committees, the scope of delegated authority to be exercised by each of the decision-making committees and frequency of meetings to enable this to be approved and implemented at the Annual Meeting of the Combined Authority on 24 June 2021.
- (c) That the Combined Authority notes that to enable the Authority to make the necessary appointments to the new committee arrangements at the Annual Meeting, officers will be required to liaise with Constituent Councils following the local elections to seek nominations based on the proposed committee structure and membership in anticipation of the formal appointment of the same on 24 June 2021.

**118. Minutes for Information**

The Combined Authority noted the minutes of the committees and panels that have been published on the West Yorkshire Combined Authority's website since the last meeting.

**Resolved:** That the minutes of the Combined Authority's committees and panels be noted.

DRAFT

This page is intentionally left blank